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DOCTORAL THESIS

What makes people stay? A focus on retention and job embeddedness as an alternative approach to the staff turnover problem in hospitality.

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What makes people stay?
A focus on retention and job embeddedness
as an alternative approach to the staff turnover problem in hospitality.

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Bond Business School

Associate Professor Mike Raybould and Professor Ray Gordon

ABSTRACT

This study takes a novel approach to the turnover problem by applying the job embeddedness (JE) construct (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001) to the hospitality industry and focusing on the factors that contribute to retention rather than turnover. A better understanding of the factors that contribute to employee embeddedness and retention of experienced employees is critical to business success. The job embeddedness construct considers the role of organisational (on-the-job) and community (off-the-job) dimensions, and these are considered in the context of hospitality employment. The study investigates the relative importance of organisational and community *links*, *fit*, and *sacrifice* domains, and explores the effect of these dimensions on intention to leave (ITL) the organisation. A mixed methods approach was adopted for the study, with in-depth interviews used in Study 1 to identify key themes for employee retention; and then these themes were used to inform development of the survey instrument in Study 2 for data collection.

The purpose of the study is to investigate the role that job embeddedness plays in predicting employee retention in the Australian hospitality context, while controlling for other traditional measures of employee attachment. Compared to the extensive research on traditional attachment measures, very little research has examined the effects of job embeddedness on intention to leave, particularly in the hospitality context (Karatepe & Ngeche, 2012; Robinson, Kralj, Solnet, Goh, & Callan, 2014), and this study contributes to the retention literature in a number of ways. Firstly, the present study investigates the factors that contribute to employment stability and retention of employees in the hospitality industry, and provides the first examination and comparison of the job embeddedness construct with traditional attachment measures, specifically, job satisfaction (JS) (Porter, Steers, Mowday, & Boulian, 1974), organisational commitment (OC) (Meyer & Allen, 1991), and perceived organisational support (POS) (Eisenberger, Cummings, Armeli, & Lynch, 1997); and investigates the association of the JE construct with intent to leave (ITL) (Cammann, Fichman, Jenkins, & Klesh, 1979). Secondly, to this author's knowledge, this is the first examination of the moderation effect of income status and perceived i-Deals on the relationship between job embeddedness organisation and ITL. i-Deals measures the perceived freedom employees feel that they have to customise their job (Rosen, Slater, Chang, & Johnson, 2013), it would be expected that this perceived employment flexibility would moderate the relationship between job embeddedness organisation and intention to leave. As such, this study makes a unique contribution to the existing literature on employee retention, and provides results that are of both practical and theoretical importance.

The findings of this study also provide additional validation for the job embeddedness construct as a two-dimensional composite measure of job embeddedness organisation and job embeddedness community. When examining job embeddedness organisation and job embeddedness community independently for their ability to predict unique variance in intention to leave, after accounting for each other, only job embeddedness organisation is found in this study to predict unique variance in intention to leave. However, neither of the job embeddedness dimensions identified unique variance in the dependent variable after controlling for demographic variables and traditional attachment measures. Furthermore, results indicate that, regardless of income status or i-Deals score, the significant negative relationship between job embeddedness related to the organisation and intention to leave remained. Therefore, neither income earning status nor perceived i-Deals were moderators of the relationship between job embeddedness related to the organisation and intention to leave.

In conclusion, this study provides a novel perspective on job embeddedness and its relationship to intention to leave in the hospitality context. Confirmatory factor analysis provides qualified support for the job embeddedness model; however, after controlling for traditional attachment measures in this sample, JE did not identify any unique variance in intention to leave. The recognition of the influence of non-work-related factors on intention to leave using the job embeddedness community dimension may help organisations to better understand the factors that contribute to retention; and this in turn allows organisations to implement effective strategies such as customising work tasks and schedule flexibilities to increase employees' job satisfaction and organisational commitment. In turn, this may increase employee retention and lead to improved retention of experienced and high value employees.

DECLARATION

Declarations

This thesis is submitted to Bond University in fulfilment of the requirements for the Degree of Doctor of Philosophy. This thesis represents my own original work towards this research degree and contains no material which has been previously submitted for a degree or diploma at this University or any other institution, except where due acknowledgement is made; and any editorial work, paid or unpaid, has been acknowledged.

Laurina Yam

14 March, 2018

DECLARATION OF AUTHOR CONTRIBUTIONS

Publication co-authored	Statement of contribution
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ETHICS DECLARATION

The research associated with this thesis received ethics approval from the Bond University Human Research Ethics Committee. Ethics application number: 15517.

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KEYWORDS

Employee retention; Job embeddedness, Hotels, Intention to leave, Employee turnover, Idiosyncratic deals.

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ABBREVIATIONS & ACRONYMS

Com	Community
ComFit	Community fit
ComLink	Community link
ComSac	Community sacrifice
HR	Human resource
IAB	Industry advisory board
i-Deals	Idiosyncratic deals
ITL	Intent to leave
JE	Job embeddedness
JS	Job satisfaction
OC	Organisational commitment
Org	Organisation
OrgFit	Organisational fit
OrgLink	Organisational link
OrgSac	Organisational sacrifice
POF	Person-organisational fit
POS	Perceived organisational support
ScheFlex	Schedule flexibilities
SET	Social exchange theory
SHRM	Strategic human resource management
TaskWork	Task and work responsibilities
TM	Talent management

CHAPTER ONE – INTRODUCTION

1.0 Introduction

It has frequently been claimed that the hospitality industry is plagued by high employee turnover rates (Baum, 2008; Davidson, Timo, & Wang, 2010). However, there is evidence to suggest that a significant proportion of hospitality staff is quite stable in their employment and remain with hospitality employers for many years (Barron, Maxwell, Broadbridge, & Ogden, 2007; Deery, 2008; Mitchell, Holtom, & Lee, 2001; Shen & Hall, 2009; Taylor & Finley, 2010). Smith, Gregory, and Cannon (1996) found that 12.5 per cent of predominantly front-line employees in 94 properties managed by the same company in the USA had been with the same employer for more than 5 years. Re-analysis of data collected by Raybould and Wilkins (2006) shows that, among 371 predominantly middle managers in the Australian hospitality industry, 27 per cent had been with the same employer for at least five years and approximately 10 per cent had been with the same employer for at least ten years. Despite the substantial amount of research investigating why people leave (Boxall, Macky, & Rasmussen, 2003; Holtom, Mitchell, Lee, & Eberly, 2008; Karatepe, 2013; Moncarz, Zhao, & Kay, 2009; Robinson et al., 2014; Tracey & Hinkin, 2006), an equally important question might be, “*What makes people stay?*”.

Research into employee tenure in the hospitality industry has focused on the causes of turnover (Boxall et al., 2003; Holtom et al., 2008; Moncarz et al., 2009), but there has been little research into the factors that contribute to retention, despite the fact that these factors may have more valuable lessons for design of human resource strategies. While researchers have identified many antecedents to turnover, the limited research on retention and what motivates employees to stay in their organisations suggest that the contributors to retention are not simply the opposite of the contributors to turnover (Birdir, 2002; Deery, 2008; Russell, 2013).

Organisations have become more concerned with strategic approaches to human resource management (SHRM); and, in particular, the spotlight has shifted to talent management (TM), and the strategic retention of employees with high potential (Barron, 2008; Baum, 2008; Deery, 2008; Dries, Vantilborgh, & Pepermans, 2012; Watson, 2008). The retention of employees through TM strategies can lead to reduced costs of turnover and improved competitive advantage (Baum, 2008; Deery, 2008; Hughes & Rog, 2008).

In recent years, research related to hospitality employee turnover has received considerable attention. Employee attachment measures such as job satisfaction, organisational commitment, and perceived organisational support, have been used to investigate factors contributing to employee turnover in hospitality (Afsar & Badir, 2016; Birdir, 2002; Frye, 2012; Gunlu, Aksarayli, & Perçin, 2010; Robinson et al., 2014). The job embeddedness (JE) construct was developed relatively recently, by Mitchell, Holtom, Lee, et al. (2001), to measure both on-the-job and off-the-job influences that motivate employees' intention to stay in their jobs. A number of researchers have investigated the JE construct as a predictor of intention to leave in various industries (Dawley & Andrews, 2012; Fletcher III, 2005; Holtom, Mitchell, Lee, & Tidd, 2006; Mitchell, Holtom, Lee, et al., 2001; Tanova & Holtom, 2008).

The present study investigates the factors that contribute to employment stability and retention of employees in the hospitality industry, and provides the first examination and comparison of the JE construct with traditional attachment measures, specifically, job satisfaction (JS), organisational commitment (OC), and perceived organisational support (POS); and of the association of the JE construct with intent to leave (ITL), in the hospitality environment. As such, this study makes a unique contribution to the existing literature on employee retention, and provides results that are of both practical and theoretical importance.

1.1 Hospitality Industry Snapshot

The hospitality-related industries make a significant contribution to the Australian economy (Davidson, Guilding, & Timo, 2006). In 2015-16, the accommodation and food service industry directly employed 967,000 people, approximately 9% of Australian workforce. It generated \$98 billion in sales and added over \$40 billion to the nation's gross domestic product (Australian Bureau of Statistics, 2017). Current growth in international visitor and domestic visitor nights and expenditure is strong, with international visitors to Australia spending a record \$39.8 billion (Tourism Research Australia, 2017a), and domestic visitors spending \$61.7 billion (Tourism Research Australia, 2017b) in the year ending March 2017; and this is leading to renewed interest in investment in the hotel industry in Australia. The Australian Hotel Association reported 70 hotels with approximately 15,000 rooms under construction due to be completed by 2020; while it forecasts that demographic, economic and employment legislation changes will lead to continuing skills and labour shortages in this industry sector over the next two decades (Australian Hotel Association, 2017). Given the highly competitive economic environment in the hospitality industry, in which hotel management teams are under

constant pressure to meet organisational performance goals by using resources efficiently, strategic human resource management and talent management strategies are being increasingly employed to utilise human capital to create competitive advantage (Barron, 2008; Sheehan, Holland, & De Cieri, 2006).

Compared with other business sectors such as banking, education, and finance, where positions are mostly full-time, specialised, and operate during traditional business hours (i.e. 9am-5pm), the hospitality workforce is labour intensive and characterised by high levels of casualization, diverse skill requirements, a customer-contact orientation, and 24-hour, seven days per week operation. Previous research has identified many negative attributes of hospitality employment, such as the low-status nature of hospitality work, unsocial working hours, low job security, and low pay, that may contribute to high employee turnover rates (Hughes & Rog, 2008; Nickson, 2007; Powell & Wood, 1999; Sturman, 2001). High turnover within the hospitality industry has also been attributed to the low-skill requirement of entry-level positions, and to seasonality, which requires the flexibility of a large temporary and casual workforce allowing many workers to enter and exit organisations freely (Barron & Anastasiadou, 2009; Milman & Ricci, 2004; Taylor & Finley, 2010). The casual and low-skilled status of many positions encourage some workers to treat hospitality employment as a secondary job that provides supplementary family income rather than as the primary source of income (Barron & Anastasiadou, 2009; Milman & Ricci, 2004).

High turnover rates, and associated cost of turnover and low retention of skilled employees, are issues that have been claimed to plague the hospitality industry (Baum, 2008; Carbery, Garavan, O'Brien, & McDonnell, 2003; Hinkin & Tracey, 2000; Walsh & Taylor, 2007). Whilst understanding that a healthy level of employee turnover should be expected in any industry, the costs associated with employee turnover are substantial, and it is imperative for any organisation to effectively manage employee turnover (Davidson et al., 2010; Tracey & Hinkin, 2006). Recent turnover research in 64 four- and five-star Australian hotels showed turnover rates of 50.74% for operational employees and 39.19% for managerial employees. Furthermore, the average cost of replacing an operational employee is A\$9,591, with substantially higher costs for replacing a managerial employee (Davidson et al., 2010). The costs of turnover are not only monetary: high turnover rates can also lead to customer dissatisfaction, decreased employee morale, decreased productivity, and inconsistent service quality, which can impact on business acumen and organisational performance (Cho, Johanson,

& Guchait, 2009; Davidson, McPhail, & Barry, 2011; Davidson et al., 2010; Tracey & Hinkin, 2008). Due to this high employee turnover rate experienced in the hospitality industry, the investigation into the JE construct, and the examination of factors that motivate employees to remain with their employment will make a contribution to the epistemology of hospitality employee retention research.

1.2 Theoretical Frameworks

The purpose of the present research is to investigate the role that job embeddedness (JE) (Mitchell, Holtom, Lee, et al., 2001) plays in predicting employee retention in the Australian hospitality context, while controlling for other traditional measures of employee attachment and the moderating effects of idiosyncratic deals (Rosen et al., 2013) between JE and ITL. The recognition of the influence of both work related and non-work-related factors on ITL, using the job embeddedness construct, may help organisations to better understand the factors that contribute to retention; and this in turn allows organisations to implement effective strategies such as customising work task and schedule flexibilities to increase employees' job satisfaction and organisational commitment. This study will focus on the examination of the JE construct, developed by Mitchell, Holtom, Lee, et al. (2001). JE focuses on on-the-job (organisational) and off-the-job (community) dimensions surrounding an employee's professional and personal life that bind them to a particular employer. The JE model has been empirically tested in the USA in a number of industries including banking, healthcare and grocery stores (Holtom & O'Neill, 2004; Mitchell, Holtom, Lee, et al., 2001); and more recently, a study was conducted in three-and-a-half to five-star hotels in Australia by Robinson et al. (2014).

The present study will also examine how income earning status and idiosyncratic deals (i-Deals) affect the relationship between JE and intention of employees to leave their organisations. It was expected that income earning status and perceived idiosyncratic deals would moderate the relationship between organisational embeddedness and ITL. Income earning status is defined as an employee's income earning role in their household. For this study, income status is classified into three categories: Main income earner, not main income earner, or equal income earners. It would be expected that main income earners with higher levels of JE organisation would have lower intention to leave their organisation as these employees rely on their job to provide a main sources of income.

The concept of i-Deals describes special terms of employment negotiated between individual employees and their employers that satisfy both parties' needs (Rousseau, Ho, & Greenberg, 2006). It would be logical to expect that the more freedom employees have to negotiate terms of employment with their employers, the more embedded the employees should be in their organisations. The i-Deals concept has been empirically tested in USA and China, with respondents from both managerial and administrative backgrounds in a number of industries such as accounting, finance, architecture, biotechnology, pharmaceuticals, consulting, engineering, and law to examine how perceived freedom to negotiate special terms of employment influences work attitudes (Ng & Feldman, 2015; Rosen et al., 2013; Rousseau, 2005; Rousseau et al., 2006).

1.3 Study Rationale

This study explores the factors that contribute to employment stability and employee retention in the hospitality industry, using the JE construct and other relevant employment attachment measures. There are two main objectives for this study: firstly, to investigate the factors that motivate retention among long-serving employees, and to relate those factors to the dimensions of the job embeddedness (JE) construct; and secondly, to further explore the relationships between the dimensions of the JE construct and traditional attachment measures, namely, job satisfaction (Porter et al., 1974), organisational commitment (Meyer & Allen, 1991), and perceived organisational support (Eisenberger et al., 1997), in the Australian hospitality industry. With these objectives in mind, a mixed methods approach was adopted, using a sequential model made up of two phases of data collection, with both explorative (qualitative) and explanative (quantitative) components (Creswell, 2009). Study 1 adopted a qualitative approach using semi-structured in-depth interviews. Study 2 adopted a quantitative approach using an online survey instrument. This sequential approach used key themes for employee retention identified in Study 1 to inform development of the survey instrument in Study 2.

The research aims of the present study were developed in consultation with hotel executives, to seek areas of interest from a practitioner's viewpoint. Industry members came from diverse backgrounds, including general managers of hotel properties, human resource managers, and representatives of industry associations. Interviews with industry representatives revealed that, although most of the international hotel organisations involved in this study conduct regular internal staff satisfaction surveys, managers were still interested

in: 1) understanding factors that motivate employees to remain in an organisation; and 2) identifying strategies to help human resource (HR) departments to retain employees.

Two data collection phases were carried out to address the research objectives. Study 1 used in-depth interviews of four- and five-star hotel employees on the Gold Coast in Australia ($n=25$). Study 2 used an online survey instrument to sample employees from participating four- and five-star hospitality organisations across Australia over a three-month period ($n=363$).

1.4 Methodology Overview

A sequential mixed methods approach was considered most appropriate for the present study. In a mixed methods design, it is important to identify the theoretical framework of the project, and to recognise the role of components within the project (Morse, 2003). Morse (2003) highlights the strength of using a mixed methods study as allowing the researcher to use supplementary data to help establish whether expected elements or relationships are present. The mixed methods approach is an integration of both qualitative and quantitative approaches to address the research questions and hypotheses raised in this thesis, this approach is consistent with Creswell, Plano Clark, Gutmann, and Hanson (2003). In Study 1, semi-structured interviews with a small sample of long-serving employees in the hotel industry were conducted, to inform the design and development of the quantitative phase of the research in Study 2.

Creswell et al. (2003) discuss three major reasons for conducting a mixed methods study. The first reason is to gain a better understanding by converging results from qualitative and quantitative methods. In the present study, semi-structured interviews were used to confirm that elements of the JE framework are relevant to the workforce of the Australian hospitality industry, and to identify any dimensions that might have been missed in the JE construct. Secondly, results from one method can be extended by using another. In this study, the themes identified in Study 1 that influenced employees' decision to stay with their organisation were further investigated in Study 2. The third reason is to develop quantitative measures from an initial qualitative exploration. In the present research, the interview questions in the first phase aimed to identify factors that impact on an employee's intention to stay with their organisations. The themes collected in this first, qualitative stage (Study 1), and theories identified in the literature review were then used to inform development of the survey instrument for the second, quantitative stage (Study 2). Details of Study 1 and Study 2 are presented in Chapter Four and Chapter Five, respectively.

1.5 Research Questions

Unlike traditional theories of employee attachment such as JS, OC and POS, which have had many decades of research and validation, the JE construct (Mitchell, Holtom, Lee, et al., 2001) has only become a focus of research relatively recently. Review of the literature in the present study identified research gaps in regard to the application of the JE model in the hospitality context. This study examines the JE construct and its ability to predict ITL, and its associations with traditional employee attachment measures in order to gain a better understanding of *what makes people stay* in their organisation. The overarching research question that drives the present study is as follows:

“Can organisation embeddedness and community embeddedness measures contribute to understanding of factors that lead to intent to leave, over and above traditional employee attachment measures, namely, job satisfaction, organisational commitment, and perceived organisational support?”

To answer this overarching research question, five subsidiary research questions were identified. These research questions aim to investigate the relationships between JE organisation and JE community, traditional attachment measures (JS, OC and POS), and ITL. These research questions and related hypotheses are tested in Study 2. Results and discussions are presented in Chapter Four and Chapter Five.

Research Question 1: Are job embeddedness (organisation), job embeddedness (community), job satisfaction, organisational commitment, perceived organisational support, and idiosyncratic deals, negatively associated with intent to leave?

The first research question aims to examine the relationship between traditional attachment measures, JE, idiosyncratic deals, and ITL in the hospitality context. It is expected that there will be a negative association between job embeddedness measures, traditional employee retention measures, and perceived job customisation measures, with ITL. The following hypotheses were therefore advanced:

H₁: Higher job satisfaction will be associated with lower intent to leave.

H₂: Higher organisational commitment will be associated with lower intent to leave.

H₃: Higher perceived organisational support will be associated with lower intent to leave.

H₄: Higher idiosyncratic deals will be associated with lower intent to leave.

H₅: Higher organisation embeddedness will be associated with lower intent to leave.

H₆: Higher community embeddedness will be associated with lower intent to leave.

Research Question 2: Do the JE organisation and JE community variables (the two dimensions of job embeddedness) explain unique variance in intention to leave not accounted for by each other?

The second research question aims to investigate whether the organisation and community dimensions of the JE construct each explain unique variance in ITL. In part, this is a test of the validity of the two-dimensional structure of the model proposed by Mitchell, Holtom, Lee, et al. (2001). This research question was examined using multiple regression. It was expected that both organisational and community embeddedness measures would each predict unique variance in ITL, consistent with prior research that has investigated the JE organisation and JE community dimensions, both as a unidimensional construct and in its disaggregated form, with ITL (Holtom, Mitchell, Lee, et al., 2006; Mitchell, Holtom, Lee, et al., 2001; Tanova & Holtom, 2008; Young, 2012). The following hypotheses were therefore advanced:

H₇: Organisation embeddedness predicts unique variance in intention to leave, not accounted for by community embeddedness.

H₈: Community embeddedness predicts unique variance in intention to leave, not accounted for by organisation embeddedness.

The third research question aimed to investigate the relationship between traditional attachment measures and ITL after controlling for demographic variables using hierarchical regression. Consistent with prior research (Holtom, Mitchell, Lee, et al., 2006; Mitchell, Holtom, Lee, et al., 2001; Young, 2012), it was expected that the traditional attachment measures (JS, OC, and POS) would be effective predictors of ITL after controlling for demographic variables.

Research Question 3: Are job satisfaction, organisation commitment and perceived organisational support still effective predictors of intention to leave after controlling for demographic variables such as age, gender, income status and tenure?

The following hypotheses were therefore advanced for Research Question 3:

H₉: Job satisfaction uniquely predicts intent to leave when age, gender, income status and tenure are accounted for.

H₁₀: Organisational commitment uniquely predicts intent to leave when age, gender, income status and tenure are accounted for.

H₁₁: Perceived organisational support uniquely predicts intent to leave when age, gender, income status and tenure are accounted for.

Research Question 4: Are job embeddedness (organisation) and job embeddedness (community) still effective predictors of intention to leave after controlling for job satisfaction, organisation commitment, perceived organisational support as well as demographic variables such as age, gender, income status and tenure?

The fourth research question aimed to investigate the relationship between JE organisation and JE community, and ITL, after controlling for demographic variables and traditional attachment measures. It was expected that the two dimensions of JE would be effective predictors of ITL after controlling for demographic variables and traditional attachment measures.

The following hypotheses were therefore advanced for Research Question 4:

H₁₂: Organisation embeddedness uniquely predicts intent to leave when job satisfaction, organisation commitment, and perceived organisational support, as well as demographic variables such as age, gender, income status, and tenure, are accounted for.

H₁₃: Community embeddedness uniquely predicts intent to leave when job satisfaction, organisation commitment, and perceived organisational support, as well as

demographic variables such as age, gender, income status and tenure, are accounted for.

Research Question 5: Do income earning status and perceived idiosyncratic deals moderate the relationship between job embeddedness (organisation) and intention to leave?

This last research question aims to investigate the interaction effect of income earning status and i-Deals on the relationship between JE organisation and ITL, using moderated multiple regression. Zhang, Fried, and Griffeth (2012) identified the need for research into the moderating relationship of financial requirements (factors that influence people's economic need to work) on the relationship between organisation embeddedness and ITL. In this study, an employee's income status (main income earner, secondary income earner, or equal income earner) in their family is explored. While an employee would not be expected to express stronger *links* or *fit* to their jobs because of their income status, if an employee is the main income earner in their family, their score on the organisational *sacrifice* dimension would be expected to increase and would affect their intention to leave the organisation.

i-Deals measures the perceived freedom employees feel that they have to customise their job (Rosen et al., 2013). This study explores respondent's perceived freedom to customise their job in the areas of task and work responsibilities and schedule flexibility. It was expected that income earning status and perceived idiosyncratic deals (i-Deals) would moderate the relationship between organisational embeddedness and ITL. Furthermore, the interviews conducted during Study 1 of this research identified that perceived freedom to customise their job was considered a form of sacrifice if employees quit their job. This also addresses the call for research, by Rosen et al. (2013), to examine complex relationships that may exist between i-Deals and behavioural and exchange relationship constructs. The following hypotheses were therefore advanced:

Income Earning Status

H14: Income earner status will be a significant moderator for the negative relationship between JE Org and ITL. Specifically, the relationship between JE and ITL will be stronger in those of main or equal income earner status compared to individuals who are not main income earners.

Idiosyncratic Deals

H15: Perceived i-Deals will be a significant moderator for the negative relationship between JE Org and ITL. Specifically, the relationship between JE and ITL will be stronger in employees with higher perceived i-Deals compared to individuals who have lower perceived i-Deals.

1.6 Definitions of Key Terms

The definitions of key terms frequently used in this study are presented, with the operationalisation of these terms, as follows:

Employee turnover – occurs when an employee leaves an organisation and is replaced by a new employee. In the present study, this term is used to describe voluntary turnover, a decision made by an employee to leave their organisation, in contrast to involuntary turnover, where employees are terminated by the employer.

Idiosyncratic deals (i-Deals) – special employment arrangements that are tailored to the personal preferences and needs of an employee (Rousseau, 2005).

Intent to leave (ITL) – is a precursor to employee turnover, and is considered a conscious and deliberate desire to leave an organisation within the near future (Cho et al., 2009); but is distinct from actual turnover, when employees quit their jobs.

Job embeddedness (JE) – is a broad set of influences on an employee's decision to stay on the job (Holtom, Mitchell, & Lee, 2006). The JE construct is divided into two dimensions of *organisational* related (JE organisation) and *community* related (JE community) influences that keeps an employee in their job. Each of the two dimensions is further divided into 3 domains of *links*, *fit* and *sacrifice*, assessing the extent to which an employee is connected to their jobs and communities (Mitchell, Holtom, Lee, et al., 2001). The six domains that makes up the JE construct are: OrgLink, OrgFit, OrgSac, ComLink, ComFit and ComSac.

Job satisfaction (JS) – a measurement of an employee's contentment with aspects of their jobs (Porter et al., 1974). These aspects can include but not limited to pay, promotion, supervision, co-worker relationships, and the job itself.

Organisational commitment (OC) – is the strength of an employee's identification with and involvement in their organisation (Porter et al., 1974). In the present study, three dimensions of OC are examined, these are: affective commitment, measuring the emotional attachment to the organisation; continuance commitment, recognition of the costs associated with leaving the organisation; and normative commitment, the perceived obligation to remain with the organisation (K. Lee, Allen, Meyer, & Rhee, 2001).

Perceived organisational support (POS) – is employees' feelings concerning how much the organisation values their contributions and cares about their well-being (Rhoades, Eisenberger, & Armeli, 2001). In the social exchange theory of reciprocity, which obligates people to respond positively to favourable treatment received from others, an employee with stronger perception of organisational support would be more likely to demonstrate positive behaviour towards their organisation (Eisenberger et al., 1997).

Traditional attachment theories – in the present study, this broad term includes the examination of job satisfaction (JS), organisational commitment (OC), and perceived organisational support (POS).

1.7 Delimitations

Delimitations are factors affecting the study that are controllable by the author (Mauch & Park, 2003). Several delimitations were present in this study to ensure that the scope of the study was manageable and stayed within the timeframe and financial constraints available to the researcher. Firstly, there are many variables in the literature that may affect employee retention; however, to maintain focus, this study has only investigated the relationship between JE, JS, OC, POS, i-Deals, and ITL. Examples of variables not included are: the unfolding model (Thomas W. Lee & Mitchell, 1994), family embeddedness (Toumbeva, 2012), high-performance work practices (Karatepe, 2013), work engagement (Karatepe & Ngeche, 2012), organisational citizenship behaviours (Thomas W. Lee, Mitchell, Sablinski, Burton, & Holtom, 2004), workplace deviance (Darrat, Amyx, & Bennett, 2017), and leader-member exchange (Gerstner & Day, 1997). Future research on the relationship between JE and other such variables is encouraged.

Secondly, to gain maximum support from industry partners, both Study 1 and Study 2 were conducted in the Australian winter, generally recognised as the low season in the tourism and hospitality industry, with the exception of Australian ski-fields destinations. During the low season, it is operationally more feasible for employees to take time out to conduct interviews and complete surveys.

Thirdly, the researcher considered the possibility of conducting data collection over a period of six months, to allow for opportunities to travel interstate to further promote this study onsite and in-person, to gain additional support for the research. Having considered an extended survey period, and the costs involved in travelling interstate, the extension was deemed not feasible by the researcher, and a three-month survey period was considered sufficient.

Finally, participating organisations were only selected from four- and five-star hotels, because these organisations often have sizable and centralised human resource departments that have the financial capabilities to implement best practice in the area of employee retention. Other accommodation providers such as three-star hotels, self-rated hotels, bed and breakfast, and boutique hotels, were not included in this study.

1.8 Structure of the Thesis

Chapter One has presented an overview of the present study. In Chapter Two, a literature review of the traditional attachment and retention theories is addressed, together with the investigation of the JE construct, describing the similarities and differences of JE to traditional attachment theories. In Chapter Three, methodologies used in this study are discussed. In Chapters Four and Five, the JE construct is examined through a mixed methods approach, investigating both on-the-job and off-the-job dimensions, to better explain employees' voluntary turnover intention within their organisation. Chapter Four describes the exploratory qualitative phase of the research, and its results and implications for the second phase of the research. Chapter Five describes the main quantitative study and its results. Chapter Six presents the tests of hypotheses and discussion relating to the main study. In Chapter Seven, the conclusions, including implications of the findings for management, limitations and future research directions, are presented.

CHAPTER TWO - LITERATURE REVIEW

2.0 Introduction

This research investigates the factors that contribute to employment stability and retention in the hospitality sector, and specifically the validity of the job embeddedness model, proposed by Mitchell, Holtom, Lee, et al. (2001), in this environment. Hospitality employment is different to many other business sectors, in that hospitality organisations commonly experience high average staff turnover rates of above 50 per cent per annum (Davidson et al., 2010). Hospitality employees deliver services that are an intangible part of the hospitality product and are crucial to the customer's enjoyment of the product and experience. Unlike many service industries, the manner in which the hospitality service is delivered and the people who deliver it are equally as important as the more tangible aspects of the service (Dawson, Abbott, & Shoemaker, 2011).

Experienced hospitality employees have specialist technical skills, and deal with challenging service contact situations with ease. They build rapport with frequent customers, and through advanced skills, experience and customer knowledge, they are able to provide service experiences that exceed customer expectations (Hartline & Ferrell, 1996). In addition to the replacement costs, when a business loses experienced employees, the costs include loss of corporate knowledge and relationships with high-value customers who value personal recognition in service-oriented roles such as a long-standing concierge, limousine driver or casino host. It could be argued that, in the hospitality environment, retention of experienced employees is more important than turnover of low-skilled transient employees. Corporate accounts may hang on relationships with experienced sales personnel and risk the account being lost when that individual moves on. Thus, strategies for retaining these experienced employees have attracted research attention in recent years (Johnson, 2007; Mitchell, Holtom, & Lee, 2001; Moncarz et al., 2009; Robinson et al., 2014). The following sections discuss the approaches used to enhance employee attachment and retention, and the use of the job embeddedness model in the hospitality context to explore the inertia of forces that keep employees in their jobs.

2.1 Staff Turnover & Related Costs in the Hospitality Industry

High employee turnover and its associated costs are considered one of the biggest challenges facing hospitality organisations worldwide (Barron, 2008; K. Kim & Jogaratnam, 2010; Tracey

& Hinkin, 2008). Some of the contributors to high employee turnover are the low-skill requirements of entry-level positions, and demand seasonality (Hughes & Rog, 2008). Variable demand means that employers require labour flexibility, and they achieve this by using large numbers of temporary and casual workers who are thus incentivised to 'shop around' and seek better terms and conditions (Barron & Anastasiadou, 2009; Milman & Ricci, 2004; Taylor & Finley, 2010). Compared with other service sectors such as banking, education and finance, where positions are mostly full-time, specialised and operate during traditional business hours, work in the hospitality sector is characterised by high levels of casualization, requires a combination of high- and low-skilled staff, is heavily customer contact oriented, and frequently requires work outside normal business hours. Furthermore, research identifies many negative attributes of hospitality employment, such as the low-status nature of hospitality work, unsocial working hours, low job security, and low pay (Hughes & Rog, 2008; Nickson, 2007; Powell & Wood, 1999; Sturman, 2001), cumulatively contributing to high employee turnover rates.

For low-skilled entry-level positions, hospitality organisations usually require little or no experience, and provide minimal on-the-job training. These low-skilled positions, together with high casualisation levels within the workforce, encourage many employees to have multiple jobs to boost their income, and this reduces barriers to switching between organisations (Davidson et al., 2011). The casual and low-skilled status of many positions, such as cleaners, housekeeping and food and beverage attendants, encourage workers to treat hospitality employment as a secondary job providing supplementary family income rather than the primary family income. On the other hand, hospitality organisations also require highly skilled employees such as front office personnel and chefs. These highly skilled employees have invested resources and made personal sacrifices to develop their skills. They are often in supervisory and managerial positions, and are usually employed on a permanent basis. Research by Davidson et al. (2010) in four- and five-star Australian hotels shows annual turnover rates of over 50 per cent for operational employees and almost 40 per cent for managerial employees; furthermore, the average cost of replacing an operational employee was estimated to be AUD\$9,591 (approximately US\$8,600), with substantially higher costs for replacing a managerial employee. While some turnover is inevitable, and may even be desirable in hospitality (D. G. Allen, Peltokorpi, & Rubenstein, 2016; Marasi, Cox, & Bennett, 2016; Walsh & Taylor, 2007), where service burnout is a recognised problem (H. J. Kim, 2008; J. H. Lee & Ok, 2012), retention of highly skilled employees with deep organisational knowledge is critical to organisational performance.

Many service industries generally have moderate expectation of customer service standards, such as supermarkets or retail stores; however, the expected level of services provided in a hospitality environment is usually much higher (Dawson et al., 2011). For example, while receiving efficient and accurate service at a supermarket check-out counter is desirable, customers expect more from the front desk service employees of a hotel. Receiving a warm welcome, smooth check-in, recognition of return guests, and meeting guest requests from a front desk clerk, are crucial, as these are the beginning of a service chain that forms part of the entire travel experience. Hospitality employees deliver services that are an intangible but integral part of the hospitality product: the service delivery is crucial to the customer's enjoyment of the product and ultimately the service experience. Meanwhile, experienced employees who provide repetitive service tasks can become more emotionally drained than operational employees performing repetitive housekeeping tasks (H. J. Kim, 2008). However, skilled service employees deal with repetitive service contact situations with ease: they build rapport with return customers, and they can provide service experiences that exceed customer expectations.

Service employees who deal with repetitive service contact situations may experience service burnout (Walters & Raybould, 2007b), causing reduced productivity, absenteeism, low organisational commitment and high staff turnover, leading to increased service failure and financial loss (Lingard, 2003). Maslach (1982) describes service burnout as the relationship that people have with their work and the difficulties that may surface when that relationship breaks down. Research on 100 frontline hospitality employees found significant relationships between POS and three dimensions of service burnout – exhaustion, cynicism and personal efficacy, and suggest that the more the hospitality employee felt supported by their organisation, the less exhausted and cynical they felt (Walters & Raybould, 2007b). These authors highlight the importance for hospitality managers to be aware of behavioural symptoms related to service burnout such as reduced enthusiasm, tardiness, high absenteeism and decreased productivity among service employees, and the need for hospitality managers to use effective human resource strategies to reduce service burnout and employee turnover.

Despite high turnover rates, there are examples of hospitality employees who stay with the same employer for many years; which leads to the question, “what makes people *stay*?”. Research into employee tenure in the hospitality industry has tended to focus on the causes of turnover (Boxall et al., 2003; Holtom et al., 2008; Moncarz et al., 2009), and there has been

very little research into the factors that contribute to retention, despite the fact that this may have more valuable lessons for design of human resource strategies. Furthermore, the research that has been conducted on retention suggests that the contributors to retention are not simply the opposite of the contributors to turnover (Birdir, 2002; Deery, 2008; Russell, 2013). This is evident, in many cases, where satisfied employees leave their organisations and dissatisfied employees stay (Mitchell, Holtom, & Lee, 2001).

In recent years, many organisational attachment theories and constructs have been examined to better understand employee retention and turnover in the hospitality industry: job satisfaction (K. Kim & Jogaratnam, 2010; C. Lee & Way, 2010), organisational commitment (Blomme, Van Rheede, & Tromp, 2010a; Gunlu et al., 2010), organizational citizenship behaviour (Afsar & Badir, 2016; Hemdi & Nasurdin, 2007), perceived organisational support (Karatepe, 2012; Walters & Raybould, 2007a), psychological contract (Blomme et al., 2010a), justice perception (Hemdi & Nasurdin, 2007; McCain, Tsai, & Bellino, 2010), and job embeddedness (Karatepe & Ngeche, 2012; Robinson et al., 2014). Organisational attachment theory is closely linked with strategic human resources management, talent management, and many other employee retention strategies, to develop approaches to maintain a stable and sustainable workforce (Holtom et al., 2008; Nickson, 2007).

The literature in the hospitality industry highlights the importance of effectively managing employee turnover (Mitchell & Lee, 2013; Preenen, De Pater, Van Vianen, & Keijzer, 2011; Russell, 2013), service burnout (Walters & Raybould, 2007a) and emphasises the need for employee turnover to be included within an organisation's HR strategy (Baum, 2008; Davidson et al., 2011; Deery, 2008). Therefore, it is valuable for organisations to explore the factors that influence employees' intention to stay in their organisation. Understanding of these influential factors will allow organisations to develop strategies to retain experienced employees. The following sections will explore some employee attachment theories and their related challenges in a hospitality context.

2.2 Traditional Approaches to Staff Turnover Research

Many organizational attachment theories and constructs have been developed to understand employee turnover and retention. Many of these are derived from social exchange theory (SET) and the norms of reciprocity, developed during the 1920's, which are "among the most influential conceptual paradigms for understanding workplace behaviour" (Cropanzano &

Mitchell, 2005, p. 874). SET explores the interactions that generate obligations. As a general principle, SET requires a bidirectional transaction: that is, something has to be given and something returned. Specific constructs relating to job satisfaction (Porter et al., 1974), organizational commitment (Mowday, Steers, & Porter, 1979), and perceived organisational support (Meyer & Allen, 1991), have been used widely in turnover research in the last four decades. These widely researched traditional approaches has been selected to be used in this study as independent variables that affect employees' intention to leave their organisations. As these traditional approaches (JS, OC & POS) has been validated in various business environments worldwide, it provides this research with rigorous benchmark tools in the area of employee retention research.

Traditional human resource management approaches in hospitality have taken a more strategic focus in recent years, with increased recognition of the critical role that employees play in the success of the businesses (Watson, 2008). Recent literature has given increased recognition to the entrance of generation Y (Gen Y) employees (Barron et al., 2007; Broadbridge, Maxwell, & Ogden, 2010; Solnet & Hood, 2008), and strategies of keeping Gen Y employees in their organisations (Naim & Lenkla, 2016). Solnet and Hood (2008) found that Gen Y employees, those born between 1979 and 1994, have work-related characteristics and attitudes radically different to those of previous generations. Gen Y employees are also found to be living with their parents for longer and moving out of home at a higher age, suggesting their reliance on family support for a period of time longer than for previous generations, (Solnet & Hood, 2008). Gen Y's delay in independence compared to previous generations suggests that the comfort and security provided at "home" may be a substitute for factors in the community *links and sacrifice* dimensions (Robinson et al., 2014). The community *links* dimension include connection with non-work friends, home ownership and the community *sacrifice* dimension includes having great neighbours, living in a great neighbourhood and disruption to lifestyle if they were to leave the community (Mitchell, Holtom, Lee, et al., 2001). Robinson et al. (2014) suggest that these community embeddedness dimensions may not affect Gen Y employees in particular as living at home with their parents may provide them with an added sense of security compared with employees who lives independently away from home. This also suggests the importance for organisations to be aware that it might be necessary to develop generation-specific retention strategies (Naim & Lenkla, 2016).

The crucial role that employees play in the success of hospitality businesses, and the importance of retaining experienced employees, have led to the adoption of strategic human resource management (SHRM) and talent management (TM) approaches for many organisations (Barron, 2008; Davidson et al., 2011; Hughes & Rog, 2008; Nickson, 2007). The strategic retention of employees can lead to reduced costs of turnover and improved competitive advantage (Davidson et al., 2011; Deery, 2008; Harris & Brannick, 1999). Davidson et al. (2010) suggests that the answer to mitigating the high costs of employee turnover may be in successful implementation of high-performance human resource management practices, effective talent management resulting in increased organisational commitment. Research by Ghiselli, La Lopa, and Bai (2001) examines the role that job satisfaction and life satisfaction have on the turnover decision, and found that managers who were more satisfied with the intrinsic components of their jobs, more satisfied with their life, and (relatively) older, were less likely to leave their position imminently.

The following sections provide a general overview of the traditional attachment measures used in the context of the present study including job satisfaction (JS) (Cammann, Fichman, Jenkins, & Klesh, 1983), organisational commitment (OC) (K. Lee et al., 2001), perceived organisational support (POS) (Eisenberger et al., 1997), intent to leave (ITL) (Cammann et al., 1979), idiosyncratic deals (iDeals) (Rosen et al., 2013), and job embeddedness (Mitchell, Holtom, Lee, et al., 2001).

2.2.1 *Social Exchange Theory*

Social exchange theory (SET) is among the most influential conceptual paradigms for understanding workplace behaviour, its roots tracing back to the 1920s, bridging disciplines such as social psychology, sociology and anthropology (Cropanzano & Mitchell, 2005; R. Firth, 1967; Homans, 1958; Mauss, 1925). SET relationships usually evolve over time into trusting, loyal, and mutual commitments, and the exchange rules are usually demonstrated by the action of reciprocity or repayment in kind (Cropanzano & Mitchell, 2005). Reciprocity is a bidirectional transaction where something has to be given and something returned, for example, if a person supplies a benefit, the receiving party should respond in kind (Gergen, 1969). Prior research has demonstrated significant relationships between the norm of reciprocity and traditional attachment theories of job satisfaction (Amah, 2010), organisational commitment (McDonald & Makin, 2000), and perceived organisational support (Eisenberger et al., 1997).

Scheduled SET involves social exchange behaviour in a series of interactions that generate obligations (Emerson, 1976), and is particularly relevant to this study as the relationship between employees and their employers involves social exchange situations on a regular basis. These social exchange situations may generate the feeling of reciprocity, which develop a sense of obligation for people to respond positively to favourable treatment received from others, in this instance, their organisations (Meyer & Allen, 1997). For example, a manager covering a front desk clerk's role to allow the employee to arrive at work late from a doctor's appointment, or a manager organising small celebrations such as birthdays, milestones or personal sporting achievements for their subordinates to recognise special occasions.

2.2.2 Job Satisfaction

Job satisfaction (JS) is a combination of affective and cognitive reactions to the gap between the perceptions of what employees expect from their jobs and what they actually receive (Hellman, 1997). JS is one of the most widely researched areas in turnover research; and many studies have validated the negative relationship between JS and employee turnover (Gunlu et al., 2010; C. Lee & Way, 2010; Mitchell, Holtom, Lee, et al., 2001; Spector, 1997). Mobley, Griffeth, Hand, and Meglino (1979) argue that actual employee turnover is preceded by ITL, which in turn is preceded by JS and other related variables. Furthermore, (Reed, Kratchman, & Strawser, 1994) found that dissatisfaction with a job, a lack of organisational commitment, or both, may cause employees to seek alternative positions. This highlights the importance of behavioural intent as a predictor of actual employee turnover. Cammann et al. (1979) developed a three-item index of employees' intention to leave their job as part of the Michigan Organisational Assessment Questionnaire. Responses were obtained using a 7-point Likert-type scale and the items were: *"All in all, I am satisfied with my job"*, *"In general, I don't like my job"* (reversed scored), and *"In general, I like working here"*. Several studies report internal reliability of this three-item measure of above .67 to .95 (Becker, 1992; Bergiel, Nguyen, Clenney, & Taylor, 2009; Karatepe & Vatankhah, 2014; Seashore, Lawler, Mirvis, & Cammann, 1982). This scale is discussed in more detail in Chapter 5, Section 5.2.

Attitudes and behaviours of frontline employees influence customers' perceptions of services, especially in high customer contact positions such as frontline employees (W. G. Kim, Leong, & Lee, 2005). Karatepe, Uludag, Menevis, Hadzimehmedagic, and Baddar (2006) sampled frontline employees from three-, four- and five-star hotels in Northern Cyprus ($n=448$), their findings confirm the positive relationship between JS and job performance and

highlights the importance JS has for hospitality organisations. These authors have also found that JS is negatively associated with intention to leave (Karatepe et al., 2006).

Hospitality employment relies heavily on a highly flexible and casualised workforce (Barron & Anastasiadou, 2009; Milman & Ricci, 2004), some researchers suggest that casual employees may have a different psychological contract with the organisation than permanent employees (Rousseau & Wade-Benzoni, 1995). McDonald and Makin (2000) conducted a study to explore if job satisfaction and organisational commitment were different between casual and permanent employees. These authors expected casual employees would have a transaction psychological contract with the organisation, with emphasis on the economic elements of the job, while permanent employees will have a more relational psychological contract, with emphasis on long-term organisation commitment and interest in a satisfying job. However, results of their study indicated that the level of relational and transaction contracts of casual and permanent employees did not differ significantly and both casual and permanent employees had high levels of job satisfaction and commitment to the organisation (McDonald & Makin, 2000).

Many studies have highlighted the importance of using multiple attachment measures to assess employee turnover behaviours, and researchers have argued that the traditional attachment theories on their own do not provide comprehensive assessments of factors that influence employee turnover intentions (Blomme et al., 2010a; Clinton, Knight, & Guest, 2012; Ghiselli et al., 2001; Holtom et al., 2008; Holtom, Mitchell, Lee, et al., 2006; C. Lee & Way, 2010; Mitchell, Holtom, Lee, et al., 2001). Mitchell, Holtom, Lee, et al. (2001) argue that JS only focuses on factors that are on-the-job, and does not measure any of the influencing factors that may contribute to employee turnover that are off-the-job; and they present a construct that aims to cover both organisational and community influences contributing to employee turnover, called job embeddedness - the focus of the present study.

2.2.3 *Organisational Commitment*

Organisational commitment (OC) has been investigated in organisational psychology in many studies since the 1950's (Porter et al., 1974). OC is defined as a psychological link between the employee and their organisation that makes it less likely for the employee to voluntarily leave the organisation (N. J. Allen & Meyer, 1996; Smith et al., 1996). In the past two decades, OC has been a central concept in the study of work attitudes and behaviour, largely due to the

demonstrated links between OC and intention to leave, and actual employee turnover (N. J. Allen & Meyer, 1996; Gunlu et al., 2010; Mowday, Porter, & Steers, 2013). High turnover rates, and the associated cost of turnover and low retention of skilled employees, are issues that have been claimed to plague the hospitality industry (Baum, 2008; Carbery et al., 2003; Hinkin & Tracey, 2000; Walsh & Taylor, 2007). Whilst understanding that a healthy level of employee turnover should be expected in any industry, the costs associated with employee turnover are substantial, and it is imperative for any organisation to effectively manage employee turnover (Davidson et al., 2010; Tracey & Hinkin, 2006). Mowday et al. (2013) suggest that employees have linkages to their organisations in different ways; such relationships are in the form of attendance or absenteeism, retention or turnover, and loyalty or commitment to the organisation.

The psychological linkage between employees and their organisations can take three distinct forms. These are: affective commitment (AC) – an emotional attachment to the organisation; continuance commitment (CC) – recognition of the costs associated with leaving the organisation; and normative commitment (NC) – the perceived obligation to remain with the organisation (N. J. Allen & Meyer, 1996; K. Lee et al., 2001; Meyer & Allen, 1997). Employees with high AC are more likely to remain with the organisation because they want to, as they feel they identify with organisation's values, attitudes and goals, are involved in selected decision-making processes, and emotionally attached to their organisations. Employees with high CC are more likely to remain with the organisation because they feel they have to, recognising the costs associated with leaving. Employees with high NC are more likely to remain with their organisation because they feel they ought to, with a sense of obligation to the organisation (N. J. Allen & Meyer, 1996). With that said, there might be other influences that are non-work related, that would influence employees' intention to remain with their organisations.

Many studies have examined the role of OC in employee turnover and retention research, and have found that this well-established scale has negative relationships with turnover intentions and actual employee turnover (N. J. Allen & Meyer, 1990, 1996; Becker, 1992; W. G. Kim et al., 2005; K. Lee et al., 2001; Meyer & Allen, 1991). Meyer and Allen (1997) found that actual turnover has the strongest negative relationship to AC; however, the more committed an employee is to the organisation, the less likely they are to leave. This indicates the importance of implementing strategies to strengthen emotional connections,

increase potential costs of leaving, and foster a sense of obligation between employees and the organisation.

2.2.4 Perceived Organisational Support

Perceived organisational support (POS) is central to the social exchange theory (SET) and the norm of reciprocity, which generate a sense of obligation for people to respond positively to favourable treatment received from others, in this instance, their organisations (Meyer & Allen, 1997). POS is also a general belief formed by employees concerning how much their organisation values their contributions and cares about their well-being. This belief has the tendency to ascribe emotional characteristics to an organisation, for example, “*my organisation really cares about my well-being*” (Eisenberger et al., 1997). Eisenberger et al. (1997) found that POS and overall JS were strongly related but distinct constructs, and that both POS and JS might create a felt obligation to repay the organisation with benevolent behaviours. Strengthening POS can increase employees’ affective commitment to their organisations (Rhoades et al., 2001). These researchers also found that, if employees believe that their organisation values their contributions and cares about their well-being, AC will increase, which ultimately reduces employee turnover.

Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades (2001) investigated the relationship between POS, employees’ affective organisational commitment and job performance. They found that POS was positively related to employees’ felt obligation to care about the organisation’s welfare and to assist their organisation in reaching organisational goals. Further, these authors found that the relationship between POS and felt obligation increased with employees’ acceptance of the reciprocity norm in the work setting. This is particularly important in the labour-intensive hospitality context as the understanding of the norm of reciprocity can assist organisations to devise strategies to increase POS and, in turn, gain employees’ dedication to work towards organisational goals.

Afsar and Badir (2016) sampled hotel employees and their supervisors from seven five-star hotels in China ($n=804$) and found that POS mediated the relationship between person-organisation fit (POF) and organisational citizenship behaviour (OCB). Furthermore, these authors found that the relationship between POF and OCB, and POS and OCB, were stronger among employees who were more embedded in their jobs. This provides justification for the hospitality industry to ensure good POF by strategically selecting the right staff for the right

job, and to adopt embedding strategies to strengthen employee embeddedness within the organisation and in the community.

2.2.5 *Intention to Leave*

Intention to leave (ITL) is a precursor to employee turnover, and is considered a conscious and deliberate desire to leave an organisation within the near future (Cho et al., 2009). ITL is distinct from actual turnover (when an employee quits); but this behaviour intention is a primary antecedent to actual turnover behaviour; thus, ITL is an important predictor of actual turnover (Heilmann, 2005). The most widely used ITL scale was originally part of The Michigan Organizational Assessment Questionnaire to measure employees' intention to leave their jobs (Cammann et al., 1979; Seashore et al., 1982). Some researchers used a similar measure of intention to stay (ITS) in their studies (Chiang, Back, & Canter, 2005; McCarthy, Tyrrell, & Lehane, 2007). Literature suggests that intention to stay or leave an employer is a predictor of the actual turnover behaviour (McCarthy et al., 2007), with ITL defined as the subjective estimation of an individual's probability of leaving an organisation in the near future (Mowday et al., 2013), and ITS defined as an individual's conscious and deliberate wilfulness to stay with an organisation (Tett & Meyer, 1993).

Relationships between many attachment and retention theories have been used to test the effects on ITL, including theories such as JS (Gunlu et al., 2010; K. Kim & Jogaratnam, 2010), OC (Du Preez & Bendixen, 2015; Mowday et al., 2013), POS (Eisenberger et al., 2001; He, Lai, & Lu, 2011), high performing work practice (Karatepe, 2013; Karatepe & Vatankhah, 2014), organisational citizenship behaviours (Afsar & Badir, 2016; Thomas W. Lee et al., 2004), and organisational justice (Blomme, Van Rhee, & Tromp, 2010b; Hemdi & Nasurdin, 2007), with JS and OC considered to be the most frequently used theories for investigations. Although JS alone is not found to be a direct predictor of ITL (Reed et al., 1994), Heilmann (2005) posits that, the more satisfied employees become, the less likely they are to consider other employment opportunities. Many organisations implement human resource (HR) practices such as employee performance rewards and periodic skills and personal development training, with the aim of increasing JS and OC amongst their employees. Cho et al. (2009) confirm this in a sample of Department of Corrections employees in the USA ($n=645$): in their study, overall HR practices were negatively related to employee's ITL. These authors highlight the importance of the implementation of retention strategies to strengthen JS and OC.

To the researcher's knowledge, little research exists that focuses on the test of differences and validity between the ITL and ITS scales, as these scales are usually used independently of each other. There is evidence to suggest that many authors treat employees' intention to leave or stay synonymously (Du Preez & Bendixen, 2015; C.-S. Lee & Chao, 2013; McCarthy et al., 2007). C.-S. Lee and Chao (2013) argue that ITS is the extent to which employees plan to continue membership with their organisations, hence leaving is simply the opposite of staying. McCarthy et al. (2007) found in a sample of nurses who indicated a high level of JS were more likely to show ITS with their organisation while those with no kinship responsibilities were more likely to show ITL their organisation. However, McCarthy et al. (2007) did not reveal the actual scales used to measure ITS or ITL, these authors only indicated their respondents were asked if they were currently seeking a change of job.

In another study, financial service employees in South Africa were surveyed to examine the relationship between internal brand management and JS, brand commitment, and ITS (Du Preez & Bendixen, 2015). Even though these authors claimed to investigate intention to "stay", they adopted the intention to "leave" scale from L. Firth, Mellor, Moore, and Loquet (2004). Nonetheless, these authors found that effective internal brand management is positively related to JS, brand commitment and ITS (Du Preez & Bendixen, 2015).

Review of the existing literature indicates that Cammann et al.'s (1979) 3-item ITL scales originated from The Michigan Organizational Assessment Questionnaire is still popular among researchers (Becker, 1992; Bergiel et al., 2009; Dawley & Andrews, 2012; Du Preez & Bendixen, 2015). Measures of ITS are often single or multiple items (Cho et al., 2009; Ghosh, Satyawadi, Prasad Joshi, & Shadman, 2013; C.-S. Lee & Chao, 2013; Van Dick et al., 2004), essentially asking if respondents intend to stay with their organisation. An example item from an ITS scale is "I plan to be working for this organisation five (5) years from now" (Du Preez & Bendixen, 2015), and an example item from the ITL scale is "I often think about leaving this organisation" (Becker, 1992; Cammann et al., 1979; Seashore et al., 1982). In a study of factors predicting employees' intention to stay, Ghosh et al. (2013) surveyed 100 managers' turnover intention by asking the respondents the dichotomous question: "As you think of the future, would you leave the organization in the foreseeable future?" This question then separated the respondents into two groups, intent to leave and intent to stay, to allow organisations to invest its resources in the right employees.

The review of existing literature indicates that the ITL scale is the most commonly used scale in conjunction with traditional retention measures such as JS, OC and POS. Thus, this study will use the ITL scale (Becker, 1992; Cammann et al., 1979; Seashore et al., 1982) to measure employees' intention to leave their organisations so that the current research can be benchmarked against other studies.

2.3 Idiosyncratic Deals

The idiosyncratic deals (i-Deals) theory stems from the social exchange theory (SET) of reciprocity. i-Deals are mutually beneficial and customised agreements negotiated between an employee and their employers (Rousseau, 2001). Customising jobs to provide flexibility for valued employees is not a new concept (Rousseau et al., 2006); creating roles to suit parents during school hours, allowing staff members to complete tasks from home, or negotiating better pay and benefit to suit one's needs are examples of arrangements that can be negotiated between an employee and their organisations (Rousseau, 1995). Although the term i-Deals has only been used frequently in employee attachment research in the past two decades, these customised agreements have played a role in everyday working life for some time (Ng & Feldman, 2015; Rosen et al., 2013; Rousseau, 1995; Rousseau et al., 2006).

i-Deals are also described as psychological contracts, which involves promissory and reciprocal expectations and obligations employees have about what their employers owe them and what they owe in return (McDonald & Makin, 2000; Rousseau, 1995), for example: when an employer allows employees time off work to compete in their chosen sports; or when an employer arranges special shifts for parents to care for school-age children; or an employer allows flexibility in the way employees complete their daily tasks. i-Deals are usually offered to employees with distinctive contributions or tenures; and demonstrate that the employer values their employees' contributions to the organisation (Rousseau, 1995). Ng and Feldman (2015) argue that recipients of i-Deals are likely to invest more resources in their employment relationship despite additional costs to themselves. Therefore, the perception of i-Deals should positively impact employees' satisfaction with their jobs and commitment to their organisations, and ultimately, impact on employees' decisions to stay or leave their organisations.

The i-Deals scale has 16-items and it measures the perceived freedom employees feel that they have to customise their job (Rosen et al., 2013). The i-Deals construct has four

domains: task and work responsibilities, schedule flexibility, location flexibility, and financial incentives. *Task and work responsibilities* pertains to flexibility in the way tasks are carried out and assignment of work tasks that is better suited to the employee. An example of an item from this domain is “At my request, my supervisor has assigned me tasks that better develop my skills”. *Schedule flexibility* pertains to flexibility of work schedules. An example item from this domain is “My supervisor considers my personal needs when making my work schedule”. *Location flexibility* refers to the flexibility in working somewhere other than the main office. An example item from this domain is “Because of my individual needs, I have negotiated a unique arrangement with my supervisor that allows me to complete a portion of my work outside of the office”. *Financial incentives* refer to the willingness of an organisation to tailor remuneration packages to fit the personal preferences and needs of employees. An example item from this domain is “Beyond formal policies, my supervisor has created a compensation arrangement that is tailored to fit me” (Rosen et al., 2013).

Many studies had attempted to identify antecedents to turnover by integrating different streams of theory and research, adopting constructs such as JS (Gunlu et al., 2010), OC (W. G. Kim et al., 2005), POS (Karatepe, 2012), job alternatives and job search behaviour (Felps et al., 2009), job performance (Karatepe et al., 2006), and intent to leave (Cho et al., 2009). However, a substantial portion of the variance in turnover remains unexplained by these traditional attachments; and according to Mitchell and Lee (2001), this provided justification for the development of the job embeddedness construct, which is aimed to represent a broad constellation of influences on employee retention and explain more of the unaccounted-for variance in intention to leave (Mitchell, Holtom, Lee, et al., 2001).

2.4 The Job Embeddedness Model

Why do organisations with satisfied and committed employees still experience high employee turnover? Traditional retention theories such as JS, OC and POS, describe employees’ affective responses to their jobs and attachment to their organisations. However, influences external to the organisation such as family and community support, availability of local recreation amenities, or perceived security of the neighbourhood, do not weigh heavily in traditional measures. Mitchell, Holtom, Lee, et al. (2001) developed the job embeddedness (JE) model to add these aspects as explanatory variables in voluntary turnover. JE describes the extent to which employees feel stuck, connected or attached to their jobs. It is defined as a broad constellation of psychological, social and financial influences on employee retention; and it

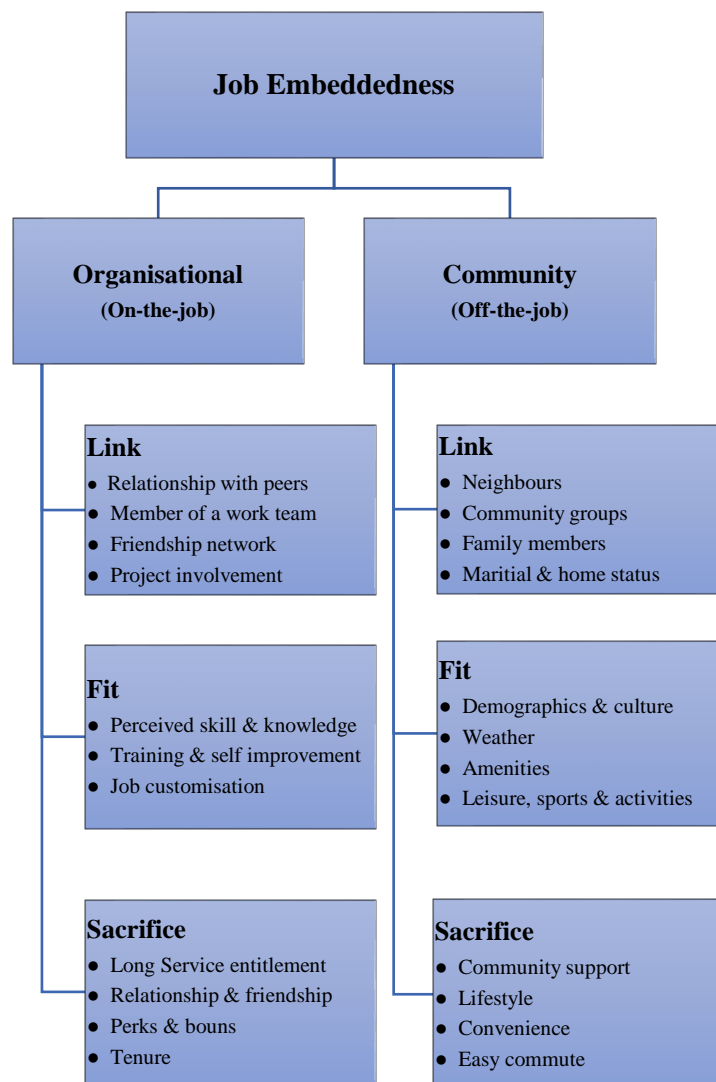
reflects the complex nature of modern lives and a broad array of influences on retention, by including both organisation (on-the-job) and community (off-the-job) dimensions. Each of these dimensions may have different degrees of importance for individuals at different stages of their lives, but a combination of these embedding forces will have an influence on an employee's decision to stay at their job. A 44-item scale represented by a 2 x 3 matrix is formed by using organisational and community dimensions combined with: (a) the *links* people have to other people or activities; (b) the *fit* between people within the organisation and their community; and (c) the *sacrifice* people have to make if they quit. This structure is summarised in Figure 2.1.

Although some aspects in the JE model share similarities with traditional attachment measures such as JS and OC, for example, an item from the organisational *fit* dimension, “*my job utilizes my skills and talents well*”, and “*I feel like I am a good match for this organisation*”; Mitchell, Holtom, Lee, et al. (2001) argue that JE differs from traditional measures in significant ways. The major difference is that JE covers non-work factors in the community dimension. Community embeddedness focuses on factors that are outside of the job, for example, an employee's connections to their neighbourhood and participation in leisure activities. Thus, a large part of the JE model is different from traditional measures of aspects within the organisation (Holtom, Mitchell, & Lee, 2006).

Review of the JE construct identified some inconsistencies in the original model developed by Mitchell, Holtom, Lee, et al. (2001). JE was described as a multidimensional construct including organisational and community forces that might keep employees at their jobs, “*it should be noted that job embeddedness is not a unified construct – it is a multidimensional aggregate of the on- and off-the-job forces that might keep someone at a job. We did not expect the six dimensions to be highly correlated with one another...for example, we had no reason to believe that on-the-job links would be related to off-the-job sacrifice...*” (Mitchell, Holtom, Lee, et al., 2001, p. 1111); however, these authors went on to use an aggregated total score for JE treating the model as unidimensional (Mitchell, Holtom, Lee, et al., 2001). Many researchers have highlighted the value of the separate examination of JE organisation and JE community dimensions (Cunningham, Fink, & Sagas, 2005; Holtom, Mitchell, Lee, et al., 2006; Thomas W. Lee et al., 2004; Yao, Lee, Mitchell, Burton, & Sablinski, 2004). These authors argue that employee A and employee B might have the same overall job embeddedness scores in a simple aggregate scoring model, but that the mixture of

forces from organisational and community dimensions might be completely different. For example, employee A might be more embedded within his organisation than in his community, but employee B is the reverse.

Figure 2.1 Job Embeddedness Matrix



Adapted from Mitchell, Holtom, Lee, Sablinski & Erez, (2001).

The JE model takes into account different psychological processes and activities that foster *fit* and *links* in organisation and community environments. JE also measures the *sacrifice* one would have to make if they severed these ties to their organisation or their community; adding richness and diversity not seen in other predictors of employee turnover like JS, OC

and POS. A better understanding of the relationships between employee and employment characteristics of organisation and community dimensions can assist organisations to implement effective human resource strategies. Effective strategies can assist in strengthening links, fit and sacrifice dimensions within the organisation's control, to maximise employee retention and minimise recruitment costs, increase productivity, and retain consistencies in quality of service, leading to increased organisational performance (Holtom, Mitchell, & Lee, 2006).

2.4.1 Organisational Embeddedness

The organisation embeddedness dimension measures on-the-job factors within three domains: *links*, *fit*, and *sacrifice* (Figure 2.1). *Organisational links* include the formal and informal connections that exist between co-workers within the organisation. In a similar fashion to Rousseau's (1995) work on psychological contracts, Mitchell, Holtom, Lee, et al.'s (2001) research on job embeddedness illustrates how an employee and their family members can have discernible connections with their work friends, creating a social, psychological and financial connection to people in their organisation. *Organisational fit* reflects employees' perceived compatibility with their organisations and their job. For *fit* to be established, an employee's job skills and knowledge, career goals, personal values and future plans must fit the job requirements and overall corporate culture, organisational strategy, structure and processes. *Organisational sacrifice* reflects the perceived psychological or material costs if employees sever employment with their organisation. These costs may include bonuses and perks such as a company vehicle and childcare assistance, stock-options, long-service entitlements, giving up friendship with colleagues, and abandoning projects.

The original JE scale consisted of 44-items in total for the organisational and community dimensions. Some items in this scale are dichotomous in nature, and others seek ordinal responses. This study did not adopt the original scale, but rather a short-form scale, developed by Holtom, Mitchell, Lee, et al. (2006) In-depth discussion of the short-form scale and revised scale is discussed in Chapter Five. To illustrate the developmental journey of the JE construct, the original items for the JE organisation dimension are presented as follows:

Organisational Fit

- *I like the members of my work group.*
- *My co-workers are similar to me.*

- *My job utilizes my skills and talents well.*
- *I feel like I am a good match for this organisation.*
- *My values are compatible with the organisation's values.*
- *I can reach my professional goals working for this organisation.*
- *I feel good about my professional growth and development.*
- *I fit with the organization's culture.*
- *I like the authority and responsibility I have at this organisation.*
- *If I stay with this organisation, I will be able to achieve most of my goals.*

Organisational Link

- *How long have you worked in this industry? (years)*
- *How long have you worked for this organisation? (years)*
- *How long have you been in your present position? (years)*
- *How many co-workers do you interact with regularly?*
- *How many co-workers are highly dependent on you?*
- *How many work teams are you on?*
- *How many work committees are you on?*

Organisational Sacrifice

- *I have a lot of freedom on this job to decide how to pursue my goals.*
- *The perks on this job are good (e.g., free checking account)*
- *I feel that people at work respect me a great deal.*
- *I would sacrifice a lot if I left this job.*
- *My promotional opportunities are excellent here.*
- *I am well compensated for my level of performance.*
- *The benefits are good on this job.*
- *The health-care benefits provided by this organisation are excellent.*
- *The retirement benefits provided by this organisation are excellent.*
- *I believe the prospects for continuing employment with this organisation are excellent.*

Since the inception of Mitchell, Holtom, Lee, et al.'s (2001) JE model, many researchers have compared the model theoretically with traditional attachment measures such

as JS, OC and POS (Feldman & Ng, 2007; Feldman, Ng, & Vogel, 2012; Karatepe, 2012; Kiazad, Holtom, Hom, & Newman, 2015; Yao et al., 2004). While some researchers argue that there is significant overlap in theoretical content between the JE construct and traditional attachment measures (Zhang et al., 2012), many researchers agree that the JE construct predicts unique variance in intent to leave above and beyond that identified by traditional attachment models (Clinton et al., 2012; Holtom, Mitchell, Lee, et al., 2006; Thomas W. Lee et al., 2004; Mallol, Holtom, & Lee, 2007; Mitchell, Holtom, Lee, et al., 2001). Despite the unique contribution of the community dimension of the JE model, many researchers have selected to only examine the organisational embeddedness dimension in their studies (Bergiel et al., 2009; Burton, Holtom, Sablinski, Mitchell, & Lee, 2010; Darrat et al., 2017; Tian, Cordery, & Gamble, 2016): these authors argue that JE community is irrelevant to *links*, *fits* and *sacrifice* within the organisation domain.

Kiazad et al. (2015) posit that the organisational embeddedness dimension should be separated into distinct embedding foci, distinguishing on-the-job and organisational embeddedness. These authors argue that employees who are embedded in their job (with job fit, connections with colleagues, and possible sacrifice of a nice office if they leave) may not necessarily be embedded in their organisations (fit with corporate values, links to colleagues outside of immediate work unit, and organisational perks). However, in the present study, using the original JE model, all on-the-job and organisational influences will be examined together under the *organisational embeddedness* dimension.

OC and JS constructs are two of the most frequently applied attitudinal constructs in turnover research (Mitchell, Holtom, Lee, et al., 2001; Reitz, 2014). Mitchell, Holtom, Lee, et al. (2001) argue that, in comparison to the OC construct, which consists of three domains, affective, normative, and continuance commitment, although the JE model has construct overlap with OC and JS, the JE model differs in several ways. While the affective commitment domain of the OC and JS constructs reflects the emotional commitment (e.g. I feel emotionally attached to this organisation) and positive affect and feelings an employee may have about their organisation (e.g. All in all, I am satisfied with my job); however, organisational *fit* is not as affect-driven as the OC or JS constructs, as it examines the perceived compatibility of employees' skills and abilities to their organisation (Mitchell, Holtom, Lee, et al., 2001). Organisational *links* examines the connections with colleagues: although these *links* are not directly covered by OC or JS measures, *links* with colleagues might foster a sense of obligation

to their co-workers; thus *links* shares some similarities with the normative commitment domain of the OC construct, suggesting that there may be normative pressure to stay on a job once an employee commits to work groups or teams (Holtom & O'Neill, 2004). The continuance commitment domain of the OC construct has some aspects that are quite similar conceptually to the organisational *sacrifice* domain: it measures perceived lack of alternatives and the magnitude of investments made by an employee, for example, friendships and skill development, that might be lost if employees quit their jobs. Mitchell, Holtom, Lee, et al. (2001) posit that, although the organisational *sacrifice* domain does not include any items for assessing job alternatives, the *sacrifice* domain measures specific factors that people feel they would have to give up if they left their jobs (i.e. perks, promotional opportunities and benefits).

2.4.2 Community Embeddedness

The community embeddedness dimension measures off-the-job factors within the three domains: *links*, *fit*, and *sacrifice*. *Community links* recognises the significant influence family and other social institutions exert on individuals and their decision-making. These *links* include connections with their non-work friends such as partners, immediate and extended family, neighbours and community groups, and home ownership. *Community fit* reflects the employee's perceived compatibility within the community and surrounding environment, including regional climate, available amenities, entertainment and leisure activities, political and religious climates, and the general culture of the region where the employee resides. Employees may be reluctant to move away from a community that is attractive and safe, and where they have established respect and bonds. Even if a change of employment does not require major relocation (e.g. moving to a new suburb), *sacrifices* may still include forgoing an easy commute to work, giving up a flexible work schedule, having great neighbours or neighbourhood, or disruption to lifestyle or leisure activities.

To illustrate the developmental journey the JE construct, the original items for the JE community dimension are presented as follows:

Community Fit

- *I really love the community where I live.*
- *The weather where I live is suitable for me.*
- *The community where I live is a good match for me.*

- *I think of the community where I live as home.*
- *The area where I live offer the leisure activities that I like (sports, outdoors, cultural events & arts).*

Community Link

- *My family roots are in this community.*
- *Are you currently married?*
- *If you are married, does your spouse work outside the home?*
- *How long have you lived in your community? (years)*
- *Do you own the home you live in? (mortgaged or outright)*
- *How many family members live nearby?*
- *How many of your close friends live nearby?*

Community Sacrifice

- *Leaving the community where I live would be very hard.*
- *People respect me a lot in my community.*
- *My neighbourhood is safe.*
- *If I were to leave the community, I would miss my non-work friends.*
- *If I were to leave the community, I would miss my neighbourhood.*

Since the development of the JE construct in 2001, researchers have turned their focus to investigating the non-work factors that influence an employee's intention to leave (Fletcher III, 2005; Heilmann, 2005; Kiazad et al., 2015; Reitz, 2014). Empirical testing of the community embeddedness dimension confirms construct validity; furthermore, research indicates that community embeddedness factors are not only a predictor of intention to leave but an important component contributing to the strength of the JE concept (Clinton et al., 2012; Holtom, Mitchell, Lee, et al., 2006; Zhang et al., 2012). These studies have found that community embeddedness plays a dominant role in turnover decisions, especially when leaving a job for an alternative entails geographic relocation, as relocation will undoubtedly sever community ties (Fletcher III, 2005; Heilmann, 2005; Kiazad et al., 2015; Reitz, 2014). Furthermore, Clinton et al. (2012) found that JE organisation accounts for more of the unique variance in ITL than does JE community, and posits that the relationship between JE

community and ITL varies across different contexts (e.g. caring of ailing parents, proximity to leisure activities, or children settled in local school). In contrast, further examination of the JE construct by Zhang et al. (2012) reveals some conceptual and measurement problems in the community embeddedness dimension, indicating that there is mixed support for relationships between community factors and turnover. These inconsistent findings reinforce the need for further research on the community dimension in different industries; and this also suggests that there may be moderating factors buffering the relationship between JE community and ITL.

2.4.3 *The Relationship between Job Embeddedness and Staff Retention*

In Mitchell, Holtom, Lee, et al.,'s (2001) study, these authors found that JE identifies unique variance in turnover intention, and that turnover is part of a complex network of influences that keep people in their jobs; and they argued that, the stronger the *links*, *fit* and *sacrifice* are, the more employees will feel professionally and personally embedded in their organisations and communities. Unlike job satisfaction (Spector, 1997) and organisational commitment (N. J. Allen & Meyer, 1990), which deal with antecedents from an affective perspective, factors within the JE model deal with the dimensions of *links*, *fit* and *sacrifice* from both process and affective perspectives. JE focuses on the perceptions of employees' emotional feelings towards their organisations, and the factors or influences that contribute to these feelings. Furthermore, Mitchell, Holtom, Lee, et al. (2001) argue that being less embedded does not necessarily lead to quitting, and still these authors claim that there are many non-financial and non-attitudinal factors concerning both on-the-job and off-the-job influences that place employees in networks of forces that keep them in their jobs.

A large study of over nine thousand respondents in four European countries (Denmark, Italy, Spain & Finland) shows support for the claim that JE explains a significant amount of variance above and beyond the roles of demographic and traditional attachment measures (Tanova & Holtom, 2008). It is crucial for organisations to understand these networks of forces, to enable effective human resource management: focusing on what causes employees to stay can assist in retaining experienced employees, reducing financial costs of employee turnover, and contributing to long-term competitive advantage (Cho et al., 2009; Davidson et al., 2010; Harris & Brannick, 1999; Tanova & Holtom, 2008).

In contrast, recent studies have also found that being embedded is not always beneficial to organisations in certain situations, providing evidence supporting the notion of a negative

side of JE (D. G. Allen et al., 2016; Darrat et al., 2017; Marasi et al., 2016). D. G. Allen et al. (2016) tested two independent samples from Japan and the USA, and found that employees who are embedded in an adverse work environment are less likely to quit, because of the feeling of being stuck (embedded) in their jobs. Furthermore, two independent studies, by Darrat et al. (2017) and Marasi et al. (2016), found, in a sample of business-to-business sales people, and a sample of nurses, respectively, in the USA, that employees with low job satisfaction and high organisational embeddedness are more likely to display deviant behaviours in all facets of their jobs. Viewing JE as a negative notion for organisations, Marasi et al. (2016) refer to JE as “limiting, restricting, or constraining an employee’s ability to change or alter their current job situation” (p. 143). These authors argue that an employee’s embeddedness may create obstacles for resignation, which enhances anguish and frustration and encourages negative organisational behaviours, ultimately impacting negatively on the organisation. Although these negative aspects are valid concerns for JE within an organisation, these authors highlight the importance of effective human resource strategies to retain the best employees and manage employees with organisational misfits, by providing generalizable skills training to enhance employees’ perception of job mobility, especially for those employees who no longer fit with organisational values or goals.

2.4.4 Application and Validation of the JE Model

Since JE’s inception, many studies have tested this model across a range of environments, including banking, groceries chains, hospital and correctional facilities, softball coaches, and expatriate managers, in conjunction with traditional predictors of turnover (Bergiel et al., 2009; Crossley, Bennett, Jex, & Burnfield, 2007; Cunningham et al., 2005; Holtom & Inderrieden, 2006; Shen & Hall, 2009; Tian et al., 2016; Zhang et al., 2012). This section provides some samples from the studies that tested the JE model as predictor of employee retention.

In their original study, Mitchell, Holtom, Lee, et al. (2001) used a 48-item scale to test the JE construct among employees in grocery stores ($n=177$) and hospitals ($n=208$) in the USA, and found that JE was a significant predictor of intention to leave and actual turnover. Furthermore, these authors found that JE accounted for variance in the dependent variable above and beyond commonly investigated antecedents of turnover such as job satisfaction, organisational commitment, perceived alternatives, and job search behaviour. This study created interest amongst employee retention and voluntary turnover researchers worldwide, with many more studies aimed to further validate the JE model. A few years later, these authors

and colleagues found that JE moderated the effects of volitional absences, organisational citizenship behaviour, and job performance, on voluntary turnover in a sample of employees of an international finance institution ($n=800$) (Thomas W. Lee et al., 2004).

Fletcher III (2005) examined the unique contribution of JE organisation and JE community, and found that the JE community dimension was a significant predictor of job search behaviours among US Air Force engineering personnel ($n=220$), while the JE organisation dimension was not significant. This might be explained by the occupation of the population in the study, US Air Force engineers, who are highly trained and highly specialised. For them to change employer would mean moving to a new city and cutting ties with the community in the 'mid-western' location that they were working in. Thus, the extent to which an engineer, and their family, were embedded in the local community was non-trivial, and JE community was a significant predictor of job search behaviours. This suggests that having many employment choices suited to employees' skills and talents within a close geographical location will lead to community embeddedness being a less significant predictor of ITL.

D. G. Allen (2006) examined how socialisation tactics, such as strategic procedures for accommodating and specific training schedules for new employees, would affect employee turnover. These authors found, in a sample of finance service employees ($n=259$), that organisational embeddedness is negatively related to turnover and mediates the effects of socialisation tactics on turnover. The results also show that effective socialization tactics may enable organizations to embed new employees in their organization to reduce employee turnover.

Taking the focus away from employee retention and employee turnover, Tian et al. (2016) examined the JE construct and its relationship with human resource management (HRM) practices. Examples of these HRM practices include: training provisions and developmental feedback, performance appraisals, merit-based compensation, and transparency in team-related decision making processes. Tian et al. (2016) set out to explore the relationships between employees' perceptions of HRM practices, JE, and job performance using the JE organisation dimensions only, in a sample of employees from a Chinese transportation company in Southwest China ($n=197$). These authors found that HRM practices are associated with organisational embeddedness, which in turn can influence job performance, with ability-enhancing practices being positively related to organisational *fit*, *links* and *sacrifice*. Thus, by

ensuring better fit, creating stronger ties, and by offering valuable inducements that will turn into a sacrifice if an employee resigns, this will engender high levels of employee performance. These examples demonstrate structural validity for the JE construct and its relationship with various variables in both on-the-job (organisation) and off-the-job (community) dimensions.

2.4.5 Extensions and Adaptations of Job Embeddedness

Many authors have integrated the JE theory with turnover and retention theories (Crossley et al., 2007; Cunningham et al., 2005; Holtom & Inderrieden, 2006; Hom et al., 2009; Thomas W. Lee et al., 2004; Mitchell, Holtom, & Lee, 2001; Tanova & Holtom, 2008), to further extend and validate the JE construct as an effective predictor of employee retention. These authors integrated the job embeddedness construct with selected traditional retention theories such as job satisfaction and organisational commitment, to discover the causes and extent of employee attachment to an organisation. Samples were collected from banking, finance and correctional facilities (Holtom & Inderrieden, 2006), softball coaches (Cunningham, et al., 2005), and banking and hospitality-related workers (Felps et al., 2009).

Job Embeddedness Short-form

The JE construct developed by Mitchell, Holtom, Lee, et al. (2001) has demonstrated its ability to predict incremental variance in turnover above and beyond traditional models (see Section 2.3). Five years after the inception of the original 48-item JE scale, Mitchell, Holtom and Lee, three of the original authors and colleagues developed an 18-item short-form scale, nine of which measured organisational embeddedness, and the other nine items measuring community embeddedness (Holtom, Mitchell, Lee, et al., 2006). This refined scale attempts to assess the extent to which employees are connected to their jobs and communities, and to investigate effects of JE on involuntary turnover, as well as potential interactive effects of JE and tenure. These authors compared the original 48-item measure with the short-form measure, by examining two samples in the USA (Holtom, Mitchell, Lee, et al., 2006). In the first sample, of Department of Corrections employees ($n=769$), using the JE short-form measure, community JE was found to predict voluntary turnover, whereas JS and organisational embeddedness did not. The second sample, of community bank employees ($n=320+$), was examined over a period of three years, and it was found that the JE short-form predicts voluntary turnover above and beyond JS. Holtom, Mitchell, Lee, et al. (2006) found that the JE short-form also predicted involuntary turnover, as people who are less embedded are not

only more likely to quit, they are also more likely to be terminated. Furthermore, these authors found that the impact of JE organisation on employee retention increases with tenure.

The present study (Study 2) uses an adapted version of the JE short-form measure (Holtom, Mitchell, Lee, et al., 2006). Some items in this scale are dichotomous in nature, and others seek ordinal responses, this has been revised to suit the format of this study, and detailed discussions of the revised scales are presented in Chapter Five. The short-form scale items for the JE organisation and JE community dimensions are presented as follows:

Organisational Fit

- *My job utilizes my skills and talents well.*
- *I feel like I am a good match for this organisation.*
- *If I stay with this organisation, I will be able to achieve most of my goals.*

Organisational Link

- *How many co-workers do you interact with regularly?*
- *How many co-workers are highly dependent on you?*
- *How many work teams are you on?*

Organisational Sacrifice

- *I have a lot of freedom on this job to decide how to pursue my goals.*
- *I would sacrifice a lot if I left this job.*
- *I believe the prospects for continuing employment with this organisation are excellent.*

Community Fit

- *I really love the community where I live.*
- *The community where I live is a good match for me.*
- *The area where I live offer the leisure activities that I like (sports, outdoors, cultural events & arts).*

Community Link

- *Are you currently married?*

- *If you are married, does your spouse work outside the home?*
- *Do you own the home you live in? (mortgaged or outright)*

Community Sacrifice

- *Leaving the community where I live would be very hard.*
- *If I were to leave the community, I would miss my non-work friends.*
- *If I were to leave the community, I would miss my neighbourhood.*

The Unfolding Model

The unfolding model (Thomas W. Lee & Mitchell, 1994) focuses on turnover triggers, described as “shocks”, a precipitating or jarring event that causes an employee to quit, and in some instances, regardless of an employee’s level of attachment with the firm. These authors describe shocks as being positive, neutral or negative, expected or unexpected, and internal or external, to the employee. Some examples of shocks include an unsolicited job offer, death of a family member, birth of a child, or changes in marital status. These authors found that employees who leave because of shock are relatively satisfied with their jobs and have not searched for another job prior to leaving. After receiving a shock or a jarring event, together with relative job dissatisfaction, search and evaluation of job alternatives can lead to an employee’s decision to quit (Thomas W. Lee & Mitchell, 1994).

Other authors have integrated the unfolding model and JE to explore effects of voluntary turnover (Holtom & Inderrieden, 2006; Thomas W. Lee, Mitchell, Holtom, McDaniel, & Hill, 1999; Thomas W. Lee, Mitchell, Wise, & Fireman, 1996; Mitchell & Lee, 2001). By integrating the unfolding model and JE, Mitchell and Lee (2001) found that being less embedded makes an employee more susceptible to shocks and job dissatisfaction, thus understanding how embeddedness can deflect shock and affect job search behaviour. Furthermore, Holtom and Inderrieden (2006) found that shocks precipitate leaving more often than does job dissatisfaction; and their research supports the integration of the unfolding model and JE model to better understand voluntary turnover. These authors tested the JE construct among workers ($n=5,790$) from a range of different industries and job types, and found a significant negative correlation between JE and voluntary turnover, and that JE significantly improved the prediction of turnover after controlling for job satisfaction.

Global Measures

Cunningham et al. (2005) and Crossley et al. (2007) developed two different versions of JE global measures, aimed at assessing overall impressions of attachment by asking general questions on how employees feel towards their organisations. Cunningham et al. (2005) tested the efficacy of the JE construct in explaining why people choose to stay in their organisation. They used a sample of intercollegiate softball coaches ($n=214$) and athletics department personnel ($n=189$), and measured JE with two adapted versions of the JE scale. Firstly, these authors adapted the original 40-item scale with some minor changes; and secondly, these authors developed a six-item global scale, by summarising one item for each domain, a sample item for *organisation fit* being “*I feel compatible with my organisation*”. For collegiate athletics coaches, changing jobs will almost certainly require leaving the university and the community. Cunningham et al. found that organisational sacrifice was more important than other domains of embeddedness in this sample, because building intra-organisational ties, networks and capital within the athletics domain is difficult, and leaving would sever these ties and would be detrimental to one’s career.

In an effort to integrate JE into a traditional model of voluntary turnover, Crossley et al. (2007) developed a seven-item global scale, adapting items from the original JE organisation scale. These authors argue that the composite measure by Mitchell, Holtom, Lee, et al. (2001) has both theoretical and statistical limitations, because the original measure used a combined score: summing up organisational and community dimension scores provides an average final score of embeddedness of organisational and community factors, which does not capture the unique weightings of factors that are particularly important to an individual. Crossley et al.’s global scale focuses on the feeling or motivational state of being embedded, rather than explicitly referencing antecedents such as *links*, *fit* and *sacrifice* (Kiazad et al., 2015). Crossley et al.’s global scale uses items only from the organisational dimension, and does not include items from the community dimension. The survey instrument asked respondents indirectly to consider community factors when answering the survey, by providing these instructions: “considering both work related (such as relationships, fit with job, benefits) and non-work related factors (such as neighbours, hobbies, community perks)” (Crossley, Bennett, Jex, & Burnfield, 2011). Sample items for the global scale include: “*I feel attached to this organisation*”, “*It would be difficult for me to leave this organisation*”, and “*I am tightly connected to this organisation*”.

Crossley et al. (2007) found, in a sample of assisted living employees in the USA ($n=318$), that the global JE measure accounted for more variance than did specific motives for attachment (e.g. affective, calculative, and normative reasons for staying), and that the global JE measure was positively related to organisational commitment and negatively related to ITL. Many authors argue for the composite JE measure, as it has the advantage of theoretical richness and builds understanding of both non-attitudinal and non-work factors in the organisational and community dimensions (Clinton et al., 2012; Dawley & Andrews, 2012; Feldman et al., 2012; Kiazad et al., 2015; Zhang et al., 2012). Furthermore, Feldman et al. (2012) suggest that the collection of the three separate domains, of *links*, *fits* and *sacrifice*, would still be important, as it explores influencing factors in those domains. Feldman et al. (2012) suggest the need for further research, modification, and development to strengthen the global JE measure.

Family Embeddedness

As the examination of JE became more popular in recent years, many authors used the JE model to investigate factors that influence employees' ITL their organisations (Halvorsen, Treuren, & Kulik, 2014; Thomas W Lee, Burch, & Mitchell, 2014; Marasi et al., 2016; Reitz, 2014; Robinson et al., 2014; Tian et al., 2016; Yang, Ma, & Ling Hu, 2011; Young, 2012). Furthermore, some researchers have recognised the need to extend the community dimension, as there are many untapped factors that are non-work related not presently covered in the JE traditional or JE short-form measures, which might influence employees' ITL. A number of researchers have proposed the addition of a family embeddedness dimension (Cruz, Justo, & De Castro, 2012; Ramesh & Gelfand, 2010; Rivera, Hom, Martinez, Radillo, & Barón, 2013; Toumbeva, 2012). Ramesh and Gelfand (2010) developed three new family embeddedness dimensions: *family links*, *family fit*, and *family sacrifice*. These new dimensions capture, respectively, how well family members are connected to the organisation, how family members feel the organisation fits the employee, and what the family would have to give up if the employee leaves the organisation. These authors feel that it is necessary to expand the JE construct to include family influences, especially for their benefits in cross-cultural research between individualistic (e.g. USA) and collectivistic (e.g. India) cultures. The extension of the family embeddedness dimension demonstrated initial validity in both cultures; and they found that it explains unique variance in turnover after controlling for general attitudes, and organisational and community embeddedness in both cultures (Ramesh & Gelfand, 2010).

In another study, Rivera et al. (2013) examined employees from Mexico and emphasised the need to recognise social influences and the need to adapt models to fit cultural differences. These authors found that the inclusion of family embeddedness and affective commitment in the JE construct are good predictors of turnover and encourage global organisations to design retention programs that take culture into account. Although the family embeddedness aspect may be an important consideration for employees' intention to leave or stay, the scope of the present study will focus on organisational and community embeddedness (Holtom, Mitchell, Lee, et al., 2006) and will not include family embeddedness dimensions.

2.4.6 Applications of the JE Model in Hospitality

The JE construct has been applied to hospitality industries in a small number of studies. Felps et al. (2009) used a 21-item shortened version of the original scale developed by Holtom, Mitchell, Lee, et al. (2006), in a study of 8,663 employees of a large leisure and recreation company with roughly 200 sites across the USA. They found that an individual's JE was a significant predictor of voluntary job turnover after controlling for job satisfaction and organisational commitment. In addition, Felps et al. (2009) tested for work group effects on individual voluntary turnover, and found that the JE of co-workers explained variation in voluntary turnover over and above that explained by other individual- and group-level predictors. They describe this as a 'contagion effect'.

Karatepe (2012) used the seven- item 'global measure' of on-the-job embeddedness, developed by Crossley et al. (2007), to investigate the effects of JE and other variables on turnover intention in 212 front-line employees of four- and five-star hotels in Cameroon, Africa. This study found that JE and co-worker support were both significant predictors of turnover intention. A similar study by Karatepe (2013) found that 'high performance work practices' (HPWP) such as training, rewards and empowerment were positively related to the 'global measure' of on-the-job JE, for a sample of 174 front-line hotel workers in Iran. Furthermore, JE fully mediated the effects of HPWP and work social support on turnover intentions.

Robinson et al. (2014) used a variation on the 21-item JE short-form scale (Holtom, Mitchell, Lee, et al., 2006) in a study of 327 front-line hotel workers in Australia. Confirmatory factor analysis supported the 6-dimensional structure proposed by Mitchell, Holtom, Lee, et al. (2001). Robinson et al. (2014) then examined the relationship between each of the 6 domains

and ‘affective organisational commitment’ and ‘intention to leave’ scales. Only one of the six JE dimensions, *organisational sacrifice*, was consistently related to the dependent variables in the predicted manner. This led the researchers to argue that employees do distinguish between the concepts captured by the six JE domains, and that this provides a ‘focal point’ for future researchers and an opportunity for industry managers to adopt a retention approach by developing strategies that target each dimension individually.

2.4.7 Human Resource Management Strategies Related to JE

A better understanding of the dimensions of JE may assist hospitality organisations to implement effective human resource strategies. Holtom, Mitchell, and Lee (2006) identified job embedding activities among Fortune 100 companies. Some examples of strategies related to the organisation dimension included: establishing gender equity targets that provide clear career paths for female employees (OrgFit); strong mentoring networks and elected staff representatives on management committees such as WHS (OrgLink); and staff dining facilities, subsidised fitness centres, and laundry services (OrgSac). Earlier research (Mitchell, Holtom, & Lee, 2001) identified strategies that organisations might adopt to strengthen the community dimensions within the JE matrix, including: sponsoring employees’ children’s football teams (ComLink); special shifts on school days for employees with children; work-life balance programs encompassing flexitime for employees with sporting or religious commitments (ComFit); and subsidising membership of local sport or community clubs (ComSac). Strengthening the *links*, *fit* and *sacrifice* dimensions that fall within the organisation’s influence can potentially maximise employee retention and reduce recruitment costs, increase productivity, reduce inconsistencies in service quality, and lead to improved organisational performance.

2.5 Summary

The review of the literature has emphasised the importance of SHRM in organisations, especially in the area of employee retention, where tangible and intangible costs of employee turnover can have severe negative impacts on the performance of organisations. Many studies use traditional attachment measures to assess employees’ feelings towards their jobs and their attachment to their organisations; however, there are many non-work-related factors that may influence employees’ intention to stay in their jobs. This study uses the JE construct to explore both organisation and community factors that influence employees’ intention to stay with their

organisations. This study aims to contribute to the body of knowledge on employee retention by addressing the gaps in the research on the relationship between JE and traditional attachment measures with ITL. The following chapters present the two phases of this research. Chapter Three discusses the methodological approaches adopted in this study. Chapter Four describes and discusses Study 1, which involved in-depth interviews with long-serving hospitality employees to explore factors that influence their decision to stay with their organisations. Chapter Five discusses Study 2, the adaptation of the JE short-form scale, and the development of a survey instrument to examine the relationships between JE, traditional attachment measures and their effects on ITL. This is followed by tests of hypotheses and discussions in Chapter Six. Chapter Seven discusses managerial implications and epistemological contributions of this study, limitations, and directions for future research.

CHAPTER THREE – METHODOLOGY

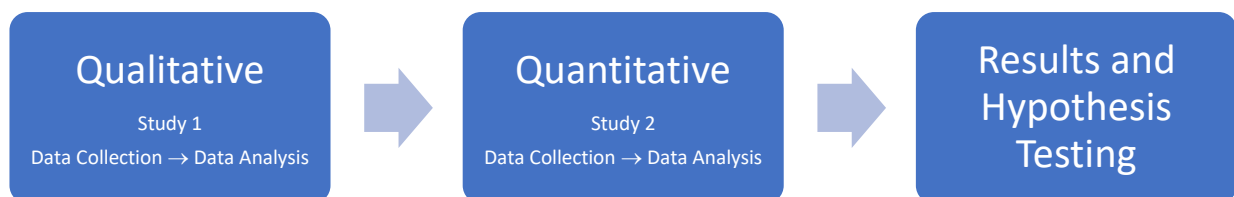
3.0 Introduction

The purpose of Chapter Three is to explain the research design and methods used to examine the research questions and hypotheses in this study. This chapter will start with a rationale of the methodological approach chosen for this study, followed by descriptions of the research design for two main studies. The descriptions of the research designs include discussions on research aims, data collection and sampling methods, and data analysis plan. A sequential mixed methods approach was adopted for this study. Study 1 adopted an exploratory qualitative approach using semi-structured in-depth interviews. Study 2 built on Study 1 and adopted a quantitative approach using an online survey instrument. This sequential approach used key themes for employee retention identified in Study 1 to inform development of the survey instrument in Study 2.

3.1 Mixed Methods Approach

A sequential mixed methods approach was considered most appropriate for the present study. In Study 1, semi-structured interviews with a small sample of long-serving employees in the hotel industry were conducted, to inform the design and development of the quantitative phase of the research in Study 2. Figure 3.1 provides a visual presentation of the procedure; and this approach is consistent with Creswell et al. (2003).

Figure 3.1 Mixed Methods Procedure



In a mixed methods design, it is important to identify the theoretical framework of the project, and to recognise the role of components within the project (Morse, 2003). Morse (2003) highlights the strength of using a mixed methods study as allowing the researcher to use supplementary data to help establish whether expected elements or relationships are present. Creswell et al. (2003) discuss three major reasons for conducting a mixed methods study. The first reason is to gain a better understanding by converging results from qualitative and

quantitative methods. In the present study, semi-structured interviews were used to confirm that elements of the JE framework are relevant to the workforce of the Australian hospitality industry, and to identify any dimensions that might have been missed in the JE construct. Secondly, results from one method can be extended by using another. In this study, the themes identified in Study 1 that influenced employees' decision to stay with their organisation were further investigated in Study 2. The third reason is to develop quantitative measures from an initial qualitative exploration. In the present research, the interview questions in the first phase aimed to identify factors that impact on an employee's intention to stay with their organisations or to look for work elsewhere. The themes collected in this first, qualitative stage (Study 1) were then used to inform development of the survey instrument for the second, quantitative stage (Study 2). Details of Study 1 and Study 2 are presented in Chapter Four and Chapter Five, respectively.

3.2 Ethical Clearances

The researcher first approached Bond University's Industry Advisory Board (IAB) members in May 2013 with the research proposal for this study. Ethical clearance for Study 1 (RO1684) was approved by the Bond University Human Research Ethics Committee (BUHREC) in October 2014. Interviews for Study 1 began in May 2015. In May 2016, the survey phase for Study 2 (#15517) was approved by BUHREC. A secure web-link to the online survey was provided to the human resource departments in participating organisations for distribution.

3.3 Research Designs

The methodology adopted for this research utilises a mixed-methods approach, both qualitative and quantitative, to address research questions and hypotheses. Although qualitative and quantitative approaches are very different research methods in theory, the sequential use of these two approaches can be complementary and supportive. Study 1 was investigated using semi-structured in-depth interviews. The aim of Study 1 was to capture motives for employment stability among hospitality employees and identify the underlying factors that contribute to employee retention. These factors were then examined for concordance with Mitchell, Holtom, Lee, et al.'s (2001) job embeddedness model. Study 2 was administered using an online survey instrument. The aim of Study 2 was to investigate retention factors identified in Study 1 and various employee retention theories identified in the literature review to further explore employee embeddedness in four- and five- star hotel properties in Australia.

The following sections explain in detail the research aims, research designs, data collection and sampling methods, and data analyses methods used in Study 1 (interviews) and Study 2 (survey).

3.4 Study 1 – Research Aim

The purpose of Study 1 was to supplement the findings of the literature review and identify the factors that contribute to employment stability and retention in the hospitality industry. This study was conducted to identify the dimensions of employment stability that may have been missed in quantitative studies or that may be unique to the Australian hospitality industry, through a qualitative approach. Specifically, the research objectives were to:

- Capture motives for employment stability among hospitality employees in their own words;
- Identify the underlying factors that contribute to employment stability and retention in the hospitality industry;
- Investigate concordance between the underlying motivational factors and the dimensions of the job embeddedness model proposed by Mitchell, Holtom, Lee, et al. (2001).

3.4.1 Data Collection Methods

In Study 1, qualitative data was collected via semi-structured, in-depth interviews. These interviews were conducted in five upscale international hotels run by multi-national hotel groups on the Gold Coast, Queensland, Australia. Exploratory interviews were initially conducted with top- and middle-level managers, which established key areas of interest to include in the semi-structured interviews. As major Australian cities are usually populated with many hotels from national and international hotel groups, hotels are often clustered within proximity of other hotels. Changing jobs in these city areas does not necessarily lead to relocation; therefore, some common themes that emerged were the concern for voluntary employee turnover in operational departments, and the challenges to keeping employees in their organisations. These concerns from management gave reason to further investigate employees' perceptions of their job embeddedness and what factors impact their intentions to stay in their organisation.

The method of semi-structured, in-depth interviews was chosen because it allows the interviewer to explore deeper understanding of responses, and to clarify discussion topics during the interview (Kumar, 2005). Furthermore, Saunders and Lewis (2012) discuss the importance of flexibility of open-ended questions and using additional questions to clarify further details of a certain topic that may be relevant. These interviews were primarily designed to inform the design and development of the survey instrument of Study 2. Key themes were identified from the results, and evaluated for concordance with the JE construct originally proposed by Mitchell, Holtom, Lee, et al. (2001); and then these key themes were used in the development of the survey instrument for Study 2.

3.4.2 Sampling

The rationale for selecting these employers were: (1) multi-national hospitality operators usually have centralised and structured human resource departments to implement HR strategies throughout their properties, and they usually have historical employment statistics; (2) these organisations have human and financial capital to implement, evaluate and maintain retention strategies; and (3) these operations usually include sizable front-of-house and back-of-house departments to ensure an adequate sample size. For reasons of confidentiality, the names of the five organisations that participated in this research will not be revealed.

The human resource department in each of the participating organisations generated a list of employees with more than ten years' tenure. This list was stratified by gender and employment level: operational and supervisor / manager levels. In each of the five properties, eight employees were randomly selected from the stratified list, who were contacted and asked to participate in the research. These employees received an invitation to participate, and if they agreed, were scheduled away for an hour from their normal duties to participate in the interviews. Private meeting rooms were provided in each organisation to conduct interviews. Interviewees represented a variety of hotel departments including sales and marketing, finance, front office, food and beverage, and housekeeping. Of the forty (40) employees who met the selection criteria and were invited, twenty-five (25) agreed to participate in interviews, six people declined to participate, and for various reasons, including illness, shift changes and leave, nine other employees did not complete interviews. This resulted in a 62.5 per cent completion rate ($n=25$).

3.4.3 Interview Design & Administration

Semi-structured face-to-face interviews were used to collect information about the individuals' experiences with the employer, job search behaviours, and their reasons for staying with the current employer. Kumar (2005) argues that interviews are more appropriate for complex situations such as collecting in-depth information, and have the advantage of providing the interviewers with the opportunity to build rapport with participants and clarify or explain questions during the interview. In this instance, interviews were used to encourage employees to talk about their employment experiences and their motives for staying with the employer. Creswell (2013) highlights the importance of employing an interview protocol and choosing a setting that allows participants to feel free to speak and share ideas. Private meeting rooms were provided in each organisation to conduct interviews. The interview was based on seven open-ended questions that invited the participants to open up during the discussion, and allowed for follow-up questions, to gain a better understanding of how participants felt about specific aspects of their job and the community they live in. The Data was collected over a one-month period, starting in May 2015, finishing in June 2015. The seven primary questions were:

- Tell me a bit about your experience in the hospitality industry?
- Why are you still with this employer after [x] years?
- Tell me a little about the environment you work in and the people you work with?
- How does your organization support your professional and personal goals?
- What benefits or opportunities might tempt you to move to another employer?
- Outside of work what other things keep you in this region?
- What do you think about the community you live in?

Interviews were recorded using a digital recorder with each participant's consent. The researcher on this project conducted and transcribed all interviews, thus ensuring consistency of questions and method of recording for all interviews. The interviews duration ranged from 20 to 50 minutes, the average time taken to complete the semi-structured interviews was 35 minutes.

3.4.4 Data Analysis

Content analysis of the interview transcripts was conducted to identify the key themes and motives described by interviewees. Interviews were conducted over a two-week period; and interviews were recorded using a digital recorder with participants' consent, while handwritten

notes were used for participants who preferred not to be recorded digitally. The researcher on this project conducted and transcribed all interviews, thus ensuring consistency of questions and transcriptions for all interviews. To ensure validity and reliability, the researchers followed the data analysis approach recommended by Creswell (2013), building detailed descriptions from the data collected, and interpreting these into themes for analysis. The key themes identified were then evaluated for concordance with the dimensions in the Job Embeddedness model proposed by Mitchell, Holtom, Lee, et al. (2001); and these themes were then used in the development of the survey instrument for study 2.

3.5 Study 2 - Research Aim

The aim of Study 2 was to undertake an empirical study of job embeddedness (JE) in the hospitality context. A better understanding of factors that impact employees' embeddedness may help industry practitioners to design strategies to retain experienced employees, increase productivity, reduce costs of turnover, and use human resources as a competitive advantage.

Study 2 used themes identified in the literature review and supplemented by the findings of Study 1, to develop a survey instrument to further investigate the employees' embeddedness across nine hotel organisations in Australia. A composite short-form scale of job embeddedness based on Holtom, Mitchell, Lee, et al. (2006) was adopted with the aim of comparing the measure with traditional measures of employee satisfaction and employee commitment such as JS, OC and POS. This empirical study involved three phases: firstly, the development and administration of a survey instrument to collect data from a hospitality workforce; secondly, development and psychometric testing of the scales, using exploratory factor analysis (EFA) to explore factor structure, and confirmatory factor analysis (CFA) to verify factor structure; and thirdly, using multiple regression and hierarchical regression to examine the relationship between the JE construct and intention to leave, and the relationship between JE and traditional predictors of attachment.

3.5.1 Data Collection Methods

The researcher selected an online survey instrument as most efficient survey administration method, in terms of time, cost and accessibility to employees working on any shifts in the hotel environment. The online survey instrument was developed to collect quantitative data from hospitality employees across Australia, to investigate employees' level of job embeddedness,

job satisfaction (JS), organisational commitment (OC), perceived organisational support (POS), idiosyncratic deals (i-Deals), and their intention to leave (ITL) or stay with their employers.

Industry contacts were established through the researcher's university's network. Executives from nine large-scale, four- and five-star international hotel organisations located in Australia agreed to participate in this phase of the research. The rationale for selecting this population was similar to that of Study 1, where the size of these four- and five-star operations means they have centralised human resource departments and financial capital to monitor and manage their workforce, and are usually located in both metropolitan and remote tourism destinations. By selecting these organisations, this project was able to analyse organisations with best practice within the industry. For reasons of confidentiality, the names of organisations that participated in this research will remain anonymous.

3.5.2 Administration & Sampling

Data were collected from nine large-scale, four- and five-star international hotel organisations located in Australia, through an online survey instrument. The rationale for selecting this population was due to the scale of these organisations, as there would be centralised human resource departments to manage their workforce, and resources for strategic human resource practices intended to create a pleasant working environment and reduce employee turnover, such as employee rewards, training, social clubs and employee benefits.

The sample was selected using convenience sampling method to collect data from all administration and operational employees from the participating hotels across Australia. Due to the operational nature of many hospitality positions, many employees may not have access to personal computers during their shift. Hence, employees were contacted by a combination of methods to maximise exposure to the research project, such as emails, survey posters in the workplace, and survey flyers in their personal mailbox. A copy of the survey flyer and survey poster are included in Appendix A and Appendix B, respectively. Employees were provided with a web-link to access the survey instrument, which could be accessed online at any time. The data were collected over a three-month period, starting in May 2016, finishing in July 2016. Employees were given the option of entering an incentive prize draw at the end of the survey. The researcher conducted on-site visits to promote the online survey in participating hotels in local areas, and this resulted in a high response rate from participating hotels in the

state of Queensland. Communications with interstate hotels were limited to telephone calls and email correspondence, which impacted on lesser response rate from interstate hotels.

3.5.3 Use of Incentives

Non-response errors can affect the representativeness of a sample group; and Groves (2004) discusses two techniques to reduce non-responses in conducting a survey. Groves posits that the larger the non-response rate, the larger the risk of non-response error. The first technique to reduce non-response error is to be mindful of the overall length of the online survey instrument: if the survey is too lengthy and thus difficult to complete, it is more unlikely that respondents will complete it. The second technique recommended by Groves (2004) is to use an incentive to motivate respondents with incentives to respond.

With the aim of encouraging and motivating respondents to complete the online survey for Study 2, the researcher employed the use of a prize draw incentive, with five \$200 gift vouchers (total prize of \$1,000) to motivate respondents to complete the survey. Singer and Ye (2013) discuss the use and effect of incentives in surveys. These authors argue that, in social exchange theories, reciprocity plays a crucial part when both parties perceive there is a benefit to the exchange; and they found that incentives consistently increase response rates over no-incentive studies. Although gifts such as pens or lottery tickets are often used, many authors (Singer & Ye, 2013; Zikmund, Babin, Carr, & Griffin, 2013) argue that monetary incentives are most effective and are considered to be the least biasing incentives for all income categories. Money attracts attention and can create a sense of obligation, and a decent prize is money well spent when response rates are increased (Veal, 2011): in the present study, when dividing the prize into number of respondents ($n=363$), each response cost approximately AUD \$2.75. However, Veal (2011) also highlights that it might be argued that the inclusion of a prize incentive might potentially encourage the wrong participants with the wrong reason to respond. In this case, the survey web-link was available to employees of participating hotel organisations only, and participants were given the choice of whether they would like to enter the draw at the completion of the survey. It cannot be certain whether or not the incentive prize draw had a positive impact on the response rate of this study; nevertheless, 286 of 363 respondents participated in the prize draw at the completion of this survey. The prize draw was conducted on 3rd October 2016, drawn by a member of staff at the Bond Business School, winners were notified by telephone and/or email, and gift vouchers were sent out by registered mail to winners' designated postal addresses.

3.6 Summary

This chapter has provided an overview of the methodology used in this thesis and explained the research designs used in the two phases of this research: Study 1 in-depth interviews and Study 2 survey instrument. In Study 1, twenty-five (25) semi-structured in-depth interviews were conducted in five upscale international hotels run by multi-national hotel groups on the Gold Coast, Queensland, to identify the dimensions of employment stability unique to the Australian hospitality industry, through a qualitative approach. Research objectives included: capturing motives for employment stability among hospitality employees in their own words; identify the underlying factors that contribute to employment stability and retention in the hospitality industry; and using the key themes identified in Study 1 to investigate concordance between the underlying motivational factors and the dimensions of the JE model (Mitchell, Holtom, Lee, et al., 2001). Key themes identified from the in-depth interviews are described in the next chapter (Chapter Four) in Table 4.2. Interview transcripts are presented in Appendix J. Key themes for employee retention that were identified in Study 1 and theories identified in the literature review were used to inform development of the survey instrument in Study 2.

In study 2, the online survey instrument collected 360 responses from nine four- and five-star hotel organisations around Australia. The aim of Study 2 was to compare the JE measure with traditional measures of employee satisfaction and employee commitment. First, an online survey instrument was developed and the survey was administered to collect data from a hospitality workforce; second, development and psychometric testing of the scales was performed; and third statistical analysis was used to examine the relationship between JE and ITL, and the relationship between JE and traditional predictors of attachment such as JS, OC and POS.

The following two chapters describe Study 1 and Study 2 in detail and provide research findings and discussion of those. In Chapter Four, analysis of in-depth interviews revealed themes in relation to employee retention, which are discussed in relation to the JE framework. Chapter Five reports on the development of the main survey instrument, development and psychometric testing of the scales, and the results of the test of hypotheses and discussions are presented.

CHAPTER FOUR – STUDY 1

4.0 Introduction & Research Aim

The purpose of Study 1 was to identify the factors that contribute to employment stability and retention in the hospitality industry. This study was conducted to identify the dimensions of employment stability that may have been missed in quantitative studies or that may be unique to the Australian hospitality industry, through a qualitative approach. Specifically, the research objectives were to:

- Capture motives for employment stability among hospitality employees in their own words;
- Identify the underlying factors that contribute to employment stability and retention in the hospitality industry;
- Investigate concordance between the underlying motivational factors and the dimensions of the job embeddedness model proposed by Mitchell, Holtom, Lee, et al. (2001).

4.1 Methodology Overview

4.1.1 Overview of Data Collection Methods

In Study 1, qualitative data was collected via semi-structured, in-depth interviews. These interviews were conducted in five upscale international hotels run by multi-national hotel groups on the Gold Coast, Queensland, Australia. Exploratory interviews were initially conducted with top- and middle-level managers, which established key areas of interest to include in the semi-structured interviews.

The method of semi-structured, in-depth interviews was chosen because it allows the interviewer to explore deeper understanding of responses, and to clarify discussion topics during the interview (Kumar, 2005). Furthermore, Saunders and Lewis (2012) discuss the importance of flexibility of open-ended questions and using additional questions to clarify further details of a certain topic that may be relevant. These interviews were primarily designed to inform the design and development of the survey instrument of Study 2. Key themes were identified from the results, and evaluated for concordance with the JE construct originally proposed by Mitchell, Holtom, Lee, et al. (2001); then, theories identified in the literature

review and these key themes were used in the development of the survey instrument for Study 2.

4.1.2 Sampling

The rationale for selecting these employers were: (1) multi-national hospitality operators usually have centralised and structured human resource departments to implement HR strategies throughout their properties, and they usually have historical employment statistics; (2) these organisations have human and financial capital to implement, evaluate and maintain retention strategies; and (3) these operations usually include sizable front-of-house and back-of-house departments to ensure an adequate sample size. For reasons of confidentiality, the names of the five organisations that participated in this research will not be revealed.

The human resource department in each of the participating organisations generated a list of employees with more than ten years' tenure. This list was stratified by gender and employment level: operational and supervisor / manager levels. In each of the five properties, eight employees were randomly selected from the stratified list, who were contacted and asked to participate in the research. These employees received an invitation to participate, and if they agreed, were scheduled away for an hour from their normal duties to participate in the interviews. Private meeting rooms were provided in each organisation to conduct interviews. Interviewees represented a variety of hotel departments including sales and marketing, finance, front office, food and beverage, and housekeeping. Of the forty employees who met the selection criteria and were invited, twenty-five agreed to participate in interviews, six people declined to participate, and for various reasons, including illness, shift changes and leave, nine other employees did not complete interviews. This resulted in a 62.5 per cent completion rate.

4.1.3 Interview Design & Administration

Semi-structured face-to-face interviews were used to collect information about the individuals' experiences with the employer, job search behaviours, and their reasons for staying with the current employer. Kumar (2005) argues that interviews are more appropriate for complex situations such as collecting in-depth information, and have the advantage of providing the interviewers with the opportunity to build rapport with participants and clarify or explain questions during the interview. In this instance, interviews were used to encourage employees to talk about their employment experiences and their motives for staying with the employer.

Creswell (2013) highlights the importance of employing an interview protocol and choosing a setting that allows participants to feel free to speak and share ideas. Private meeting rooms were provided in each organisation to conduct interviews. The interview was based on seven open-ended questions that invited the participants to open up during the discussion, and allowed for follow-up questions, to gain a better understanding of how participants felt about specific aspects of their job and the community they live in. The seven primary questions were:

- Tell me a bit about your experience in the hospitality industry?
- Why are you still with this employer after [x] years?
- Tell me a little about the environment you work in and the people you work with?
- How does your organization support your professional and personal goals?
- What benefits or opportunities might tempt you to move to another employer?
- Outside of work what other things keep you in this region?
- What do you think about the community you live in?

Interviews were recorded using a digital recorder with each participant's consent. The researcher on this project conducted and transcribed all interviews, thus ensuring consistency of questions and method of recording for all interviews. The average time taken to complete the semi-structured interviews was 35 minutes.

4.1.4 Data Analysis

Content analysis of the interview transcripts was conducted to identify the key themes and motives described by interviewees. Interviews were conducted over a two-week period; and interviews were recorded using a digital recorder with participants' consent, while handwritten notes were used for participants who preferred not to be recorded digitally. The researcher on this project conducted and transcribed all interviews, thus ensuring consistency of questions and transcriptions for all interviews. To ensure validity and reliability, the researchers followed the data analysis approach recommended by Creswell (2013), building detailed descriptions from the data collected, and interpreting these into themes for analysis. The key themes identified were then evaluated for concordance with the dimensions in the Job Embeddedness model proposed by Mitchell, Holtom, Lee, et al. (2001); and these themes were then used in the development of the survey instrument for study 2.

4.2 Results & Discussion

4.2.1 The Sample

A total of 25 extended interviews were conducted across five properties, each lasting between 20 and 40 minutes. 60% of the interviewees were female. Ages ranged from 40 to 70 years; and there was an approximately even balance between operational staff (48%) and management staff (52%). 72% had full time employment and 28% were part time (most of those by choice); while 44% of interviewees had dependent children at home. Almost half of the participants (48%) had been with the same employer for 20 or more years (mean = 17 years). Table 4.1 summarises the socio-demographic profile of interviewees.

Table 4.1 **Socio-demographic profile of interviewees (n=25)**

Socio-demographic variable	%
Gender	
<i>Male</i>	40 %
<i>Female</i>	60 %
Age	
40 – 49	44 %
50 – 59	36 %
60+	20 %
Relationship status	
<i>Single</i>	40 %
<i>Married / attached</i>	60 %
Earners role	
<i>Primary income earner</i>	64 %
<i>Secondary income earner</i>	36 %
Years with the current employer (mean)	17 years
10-14	24 %
15-19	28 %
20-25	48 %
Children at home	44 %
Partner works locally	48 %

4.2.2 Analysis & Discussion of Themes

A number of common themes were identified in the interview transcripts, and these are summarised in Table 4.2. Comments relating to job variety and challenge, and the opportunity to develop skills and change jobs, were the most common. Many people also recognised the importance of friendships that they had developed at work and of being part of a good team. While most of the comments related to on-the-job issues, a large number of people also

described strong external links to the community (84%) and family needs (72%) as reasons for long tenure. The following sections discuss main themes identified in Study 1; with respondents' gender, position and tenure displayed in brackets.

Table 4.2 Main Themes from the Interview Transcripts

Theme #	Theme description	%
1	Talked about the importance of variety and challenge in the job	100
2	Talked positively about training and development opportunities	88
3	Talked about strong community ties	84
4	Recognised the tangible benefits	84
5	Talked about friendships at work or being part of a family at work	80
6	Family main focus not work	72
7	Talked about working with a good team of people	72
8	Talked about employment / shift flexibility to accommodate family commitments or health problems	64
9	Talked about convenience of the job for a second income earner	44
10	Talked about feelings of loyalty to the employer	32
11	Have family sports commitments or hobbies in the community	24

4.2.2.1 Variety & Challenge

Almost all the interviewees had worked in different roles in the hotel, and every one of them (100%) talked about the importance of variety and / or challenge in their decision to stay with the employer (Table 4.2, Theme 1). For example:

“...because I have been able to change the roles of what I do, I am still learning new things.” (Female 30+, Manager, 11 years)

“... another reason is that with this job I can continue to learn and challenge myself.” (Male, 40+, Front-Line employee, 10 years)

In addition, some interviewees appeared to appreciate that this was a deliberate policy or strategy associated with this employer:

“What [Company] does really well is constantly challenge you, and that’s what most people are looking for, so you don’t get bored.” (Male 40+, Manager, 12 years)

Use of challenging work assignments as a strategy for reducing voluntary turnover has been recognized in the literature. Preenen et al. (2011) found that challenging assignments that necessitated on-the-job learning were negatively related to turnover intention and actual voluntary turnover in health care and welfare workers. In terms of the JE model, this strategy appears most likely to enhance the organisational fit dimension.

4.2.2.2 Career Development Support

88% of interviewees described training and development opportunities as one of the reasons they had stayed with the employer (Table 4.2, Theme 2). Interviewees talked positively about access to cross-training opportunities:

“Everyone is also given the opportunity to do cross-training if you want to. Where you can nominate where you want to do some training and see if that’s an option you might like at some stage.” (Female 60+, Manager, 21 years)

Others talked about the opportunity to refresh mentally and be challenged by training opportunities:

“Nearly every year, there’s some sort of management and leadership courses to keep fresh ... you can break away for three days, you’re revitalised, to a point, and with new ideas and new thoughts, you can look at what you are doing from the outside.” (Male 40+, Front-Line employee, 12 years)

Some participants recognised that there were career opportunities within the organisation and that policies favouring internal candidates were in place:

“They are very supportive of where you want to go. They always look within the hotel first before they look outside, and if you are good enough to do the position, they will give you a chance.” (Male 40+, Front-Line employee, 16 years)

Other participants recognised the internal opportunities, but also that the company expected demonstrated commitment to access them:

“I think there are good promotional opportunities here, but they want you to drive for it, they want somebody that is driven.” (Male 40+, Manager, 15 years)

These findings are consistent with D. G. Allen, Shore, and Griffeth (2003), who found that employees’ perceptions about supportive HR practices, for example allowing participation in decision making, perceived fairness of rewards, and provision of growth opportunities, led to higher levels of perceived organisational support (POS) and, in turn, higher levels of job satisfaction (JS) and organisational commitment (OC), and reduced turnover intentions.

4.2.2.3 Teamwork & Friendships

Many people (72%) described the importance of or satisfaction they got from being part of an effective work team (Table 4.2, Theme 7). For example, one commented;

“Everyone gets on well and it’s a good team environment.” (Female 40+, Front-Line employee, 16 years)

Beyond the immediate work team environment, personal friendships and relationships made during the employees’ tenure were described as important by many:

“I’ve made some wonderful friends working here at the resort, that’s another reason why I am still here. It’s like home away from home.” (Female, 30+, Manager, 11 years)

Others went as far as to describe the environment as being like a second family, and exhibited emotional attachment to their organisation:

“This place is like a family which I love.” (Female, 50+, Manager, 16 years)

“I love this hotel. I have worked here 21 years; I have emotional ties with this hotel now.” (Male, 40+, Manager, 21 years)

Blomme et al. (2010a) define affective commitment as the employee’s emotional attachment to, identification with and involvement in the organisation; and there has been much

research into desire for interpersonal attachments, the need to be loved, and the need to belong, including the well-established theory by Maslow (1968). More recently, Baumeister and Leary (1995) have argued that the need to belong is a fundamental human motivation, and that the feeling of belonging can be strengthened by repeated interactions with the same person(s). Rousseau's (1995, 2005) work on Psychological Contract and Idiosyncratic Deals provides further insight into how leaders and managers might develop strategies to enhance internal and external links with employees. Work environments provide opportunities for such repeated interactions and, in terms of the JE model, are likely to lead to increased perceptions of organisational links.

4.2.2.4 Loyalty & Reciprocity

Although this theme was unanticipated by the researchers, and was unprompted in the interviews, a sense of loyalty to the organisation was expressed by 32 per cent of interviewees (Table 4.2, Theme 10). This was usually directly linked by the interviewee to perceptions that the organisation had looked after them in some way in the past. For example:

"When my son was young, they worked around me... they were good to me, so I think I will be loyal to them too." (Female, 50+, Front-Line employee, 25 years)

"It's loyalty, because they looked after me so I am still here." (Male 40+, Manager, 15 years)

These respondents appeared to be describing strong feelings of organisational attachment or fit, and these comments are consistent with social exchange theory and the norms of reciprocity which have been used to explain why employees sometimes express loyalty to their organisation and demonstrate behaviours beyond those that are rewarded monetarily (Hekman, Bigley, Steensma, & Hereford, 2009; Markle, 2011; Settoon, Bennett, & Liden, 1996).

4.2.2.5 Family Needs & Accommodation of Work-Life Balance

One of the frequent criticisms of the hospitality industry is that it involves working 'anti-social' and irregular hours (Deery, 2008; Hinkin & Tracey, 2010; Karatepe & Kilic, 2007); but for some interviewees in the present study, employment in this industry offered flexibility to accommodate other family and life commitments, and for some it was clearly seen as a

convenient source of supplementary, rather than the primary source of, family income (Table 4.2, Themes 6, 8 and 9). One interviewee described her priorities as follows:

“... I am not the main bread-winner, for me it is just about the family.” (Female Front-Line employee, 17 years)

In this environment, the employer's willingness to provide flexible work schedules appears to have been an important factor in many of the interviewees' long tenure. 64% of interviewees described employers' willingness to set work rosters around family commitments, or even health constraints, for example:

“... I have stepped down from full-time to part-time for my own health, and the company is quite happy to do that.” (Male 60+, Manager, 22 years)

These comments are consistent with many studies that have identified the importance of flexible work schedules to employees. For example, Tuttle and Garr (2012) found that work schedule control was associated with lower work to family conflict and increased work to family enrichment, in a multi-industry sample of employees ($n=3,051$). In terms of the JE model, a degree of control over work schedule, which is often only earned through long service, might be perceived as a sacrifice that an employee would have to make if they moved to another employer.

4.2.2.6 Tangible & Intangible Rewards

84% of interviewees spoke positively about the role of non-salary benefits and intangible rewards in their decision to stay with their employer (Table 4.2, Theme 4). Non-cash benefits such as uniforms, laundry and meals are common features of employment in many larger hospitality organisations. Other benefits such as car parking, and discounts on food and beverage and on accommodation within the hotel or the chain, are frequently used as rewards for long service. In addition to these, interviewees described free accommodation and various gifts on reaching employment milestones. For example:

“...for fifteen years, I got an amazing two nights' accommodation, and breakfast in any [Company] property in Australia, and I chose to do it in Melbourne, which was wonderful, a really lovely benefit.” (Female 50+, Front-Line employee, 22 years)

However, several interviewees indicated that, while the tangible rewards were symbols of management appreciation that they would be reluctant to give up, they were not crucial in keeping them with the company. Equally important for many people were simple expressions of appreciation. One interviewee commented:

“I am certainly being rewarded by being appreciated ... just a show of genuine appreciation, that’s really important.” (Male, 60+, Front Line Employee, 20 years)

For some people, important intangible rewards came in the form of company support for personal interests, some of which could be seen as related to the job. For example:

“I am heavily involved in the beverage and cocktail competition, which is going really well, as we won the Queensland titles here 2 years in a row.” (Male 50+, Manager, 20 years)

Other interviewees appreciated the support they had been given for personal interests that were not related to their job. For example, one stated:

“When I did the full marathon ... the support I got from the hotel was wonderful. They came from the hotel and cheered me on and gave me flowers and so forth. It makes a huge difference.” (Female 30+, Manager, 11 years)

These comments are consistent with D. G. Allen et al. (2003), who argue that, when organisations contribute positively to the reciprocity dynamic through various HR practices, employees perceive that the organisation values their contribution and cares for their well-being, leading to higher reported levels of Perceived Organisational Support (POS), and that employees as a result display more positive organisational citizenship behaviour (OCB).

4.2.2.7 Fear of the Unknown

A small but significant number of interviewees (20%) described a fear of the unknown as a reason for staying with the employer. For example, one commented:

“I know it here, and is the grass greener over there?” It’s a gamble, so I just say, I will just stay here where I am.” (Female 50+, Manager, 16 Years)

Another acknowledged her fear of change:

“I think I am scared of change, and scared to leave and then go to another job and I might not like the new job” (Female, 40+, Manager, 17 years)

For some, this inertia has been reinforced by observing colleagues who leave the employer but then return:

“People go to other places and the grass is not greener on the other side and they end up coming back anyway.” (Female 40+, Front-Line employee, 16 years)

The decision to move employment is an important life decision that may involve significant risks, including uncertainty about the attributes of a new job, loss of valued work relationships, changes to work environments, and uncertainty about future employment satisfaction (Vardaman, Allen, Renn, & Moffitt, 2008). Different personality types have been shown to perceive risk differently (Weber & Milliman, 1997); and the respondents in the present study appear to be expressing risk-averse attitudes toward voluntary turnover. D. G. Allen, Weeks, and Moffitt (2005) show that the personality trait of risk aversion is a significant moderator of the relationship between turnover intention and actual turnover. Thus, it is not surprising that, among a sample of employees chosen for their long tenure, in the present study, a number would be expressing attitudes consistent with high levels of risk aversion.

4.2.2.8 Community & Geographic Attachment

84% of the interviewees described strong community links as a reason for staying with the employer (Table 4.2, Themes 3 and 11). For example:

“The kids are happy; this is home at the moment I won’t move until the kids leave home.” (Female, 40+, Front-Line employee, 17 years)

“We have three boys and a girl and we think the boys would be all fine with it but it would be detrimental to uproot my daughter. The kids have sports and swimming and surf clubs and she is on the brink of really succeeding, and we think if we take her away from her coaches it will be detrimental for her.” (Female, 40+, Front-Line employee, 22 years)

“I have lived here well over 25 years, and for me it suits me, because I have a home here and work and family here, it suits me.” (Female, 60+ Front-Line employee, 22 years)

According to Mitchell, Holtom, Lee, et al. (2001), the stronger the links are to relatives, friends and social groups, the stronger the employee is bound to the organisation through off-the-job links. Links to the community can include club or sports commitments, dependents being settled in school-life, or other family responsibilities (Zhang et al., 2012).

4.3 Concordance with the JE model

The third objective of the present study was to investigate validity of the JE model proposed by Mitchell, Holtom, Lee, et al. (2001) by looking for concordance between interview content and the dimensional structure of the proposed model. The descriptions provided by interviewees in the present study appear to be consistent with the dimensions of the JE model, and give an insight into the motives and type of language the interviewees used to rationalise their employment stability. Table 4.3 provides some examples of statements made by interviewees mapped to the six dimensions of the JE model.

Table 4.3 Examples of interviewee comments and related management strategies

JE Dimension	Links	Fit	Sacrifice
Organisation	<i>"I enjoy the people I work with, it's a good team, it's like a big family..."</i> (Front-Line Employee, Female 40+, 17 years)	<i>"They are multi skilling me so I can keep working as long as I can. I am very happy where I am..."</i> (Manager, Male 60+, 22 years)	<i>"Why would I go somewhere else when I am comfortable here? I have people to learn from here. I have all my uniforms washed for me, meals provided for me. I have car-parking downstairs. I work with fantastic people here."</i> (Male 40+, Manager, 21 years)
Community	<i>"I am not tied to anyone in particular but I do have parents and brother on the coast. I own my house here..."</i> (Administration, Female 50+, 21 years)	<i>"I am pretty much tied to the community, I also think it is the location and it is close to the beach... the Gold Coast has a more relaxed feel than Brisbane."</i> (Manager, Female 40+, 17years)	<i>"The kids have sports and swimming and surf clubs and she is on the brink of really succeeding and we think if we take her away from her coaches she will suffer for that."</i> (Front Line, Female 40+, 22 years)

4.4 Summary

Content analysis of the interviews appears to indicate that job and community attachment dimensions might have a role to play in explaining employees' intention to stay with an employer in the hospitality context. The motives identified by interviewees for employment stability help to explain why dissatisfied employees do not always leave, and satisfied employees do not always stay in their employment (Mitchell, Holtom, & Lee, 2001). Furthermore, the language used by participants also helps to identify points of leverage that managers with an interest in retaining high-value employees might seek to influence. Key themes identified from the results of this study were evaluated for concordance with the JE construct originally proposed by Mitchell, Holtom, Lee, et al. (2001). Many of the themes identified in Study 1 are consistent with the JE framework and traditional retention measures, examples of these are presented in Table 4.3. This provides justification to further explore the relationships between JE, traditional measures and ITL. Insights provided by Study 1 into the factors that motivate employees to stay within their organisations allowed the researcher to

develop a survey instrument to empirically investigate factors of employee retention in Study

2. See Appendix J for a copy of the interview transcripts.

CHAPTER FIVE – STUDY 2

5.0 Introduction & Research Aim

The aim of this study was to undertake an empirical study of job embeddedness (JE) in the hospitality context. A better understanding of factors that impact employees' embeddedness may help industry practitioners to design strategies to retain experienced employees, increase productivity, reduce costs of turnover, and use human resources as a competitive advantage.

Study 2 used themes identified in Study 1 and the literature review to develop a survey instrument to further investigate the employees' embeddedness across nine hotel organisations in Australia. A composite scale of job embeddedness was adopted with the aim of comparing the measure with traditional measures of employee satisfaction and employee commitment. This empirical study involved three phases: firstly, the development of a survey instrument to collect data from a hospitality workforce; secondly, development and psychometric testing of the scales, using exploratory factor analysis (EFA) to explore factor structure, and confirmatory factor analysis (CFA) to verify factor structure; and thirdly, using multiple regression and hierarchical regression to examine the relationship between the JE construct and intention to leave, and the relationship between JE and traditional predictors of attachment.

5.1 Methodology

5.1.1 Overview of Data Collection Methods

The researcher selected an online survey instrument as most efficient survey administration method, in terms of time, cost and accessibility to employees working on any shifts in the hotel environment. The online survey instrument was developed to collect quantitative data from hospitality employees across Australia, to investigate employees' level of job embeddedness, job satisfaction (JS), organisational commitment (OC), perceived organisational support (POS), idiosyncratic deals (i-Deals), and their intention to leave (ITL) or stay with their employers.

Industry contacts were established through the researcher's university's network. Executives from nine large-scale, four- and five-star international hotel organisations located in Australia volunteered to participate in this phase of the research. The rationale for selecting this population was similar to that of Study 1, where the size of these four- and five-star

operations means they have centralised human resource departments and financial capital to monitor and manage their workforce, and are usually located in both metropolitan and remote tourism destinations. By selecting these organisations, this project was able to analyse organisations with best practice within the industry. For reasons of confidentiality, the names of organisations that participated in this research will remain anonymous.

5.1.2 Procedure & Sampling

Data were collected from nine large-scale, four- and five-star international hotel organisations located in Australia, through an online survey instrument. The rationale for selecting this population was due to the scale of these organisations, as there would be centralised human resource departments to manage their workforce, and a degree of strategic human resource practices for employees, such as training, social clubs and employee benefits.

The sample was selected using convenience sampling method to collect data from all administration and operational employees from participating hotels across Australia. Due to the operational nature of many hospitality positions, many employees may not have access to personal computers during their shift. Hence, employees were contacted by a combination of methods to maximise exposure to the research project, such as emails, survey posters in the workplace, and survey flyers in their personal mailbox. A copy of the survey flyer and survey poster are included in Appendix A and Appendix B, respectively. Employees were provided with a web-link to access the survey instrument, which can be accessed online at any time. The data were collected over a three-month period. Employees were given the option of entering an incentive prize draw at the end of the survey. The researcher conducted on-site visits to promote the online survey in participating hotels in local areas, resulted in majority of participants originated from the state of Queensland. Communications with interstate hotels were limited to telephone calls and email correspondence.

5.1.3 Use of Incentives

Non-response errors can affect the representativeness of a sample group; and Groves (2004) discusses two techniques to reduce non-responses in conducting a survey. Groves posits that the larger the non-response rate, the larger the risk of non-response error. The first technique to reduce non-response error is to be mindful of the overall length of the online survey instrument: if the survey is too lengthy and thus difficult to complete, it is more unlikely for

respondents to complete it. The second technique is to motivate respondents with incentives to respond.

With the aim of encouraging and motivating respondents to complete the online survey for Study 2, the researcher employed the use of a prize draw incentive, with five \$200 gift vouchers (total prize of \$1000) to motivate respondents to complete the survey. Singer and Ye (2013) discuss the use and effect of incentives in surveys. These authors argue that, in social exchange theories, reciprocity plays a crucial part when both parties perceive there is a benefit to the exchange; and they found that incentives consistently increase response rates over no-incentive studies. Although gifts such as pens or lottery tickets are often used, many authors (Singer & Ye, 2013; Zikmund et al., 2013) argue that monetary incentives are most effective and are considered to be the least biasing incentives for all income categories. Money attracts attention and can create a sense of obligation, and a decent prize is money well spent when response rates are increased (Veal, 2011): in the present study, when dividing the prize into number of respondents ($n=363$), each response cost approximately AUD \$2.75. However, Veal (2011) also highlights that it might be argued that the inclusion of a prize incentive might potentially encourage the wrong participants with the wrong reason to respond. In this case, the survey web-link was available to employees of participating hotel organisations only, and participants were given the choice of whether they would like to enter the draw at the completion of the survey. It cannot be certain whether the incentive prize draw had a positive impact on the response rate of this study; nevertheless, 286 of 363 respondents participated in the prize draw at the completion of this survey. The prize draw was conducted on 3rd October 2016, drawn by a member of staff at the Bond Business School, winners were notified by telephone and/or email, and gift vouchers were sent out by registered mail to the winners' designated postal addresses.

5.2 Instrument Design

The survey instrument was designed using established scales selected from relevant research areas. The reason for selecting these scales include the scale's structural validity, content validity, and complexity and length of the scale. All scales selected for the test battery in this study had been previously tested and validated in similar environments to the Australian context. Some items in the test battery include reverse coded items to help reduce response bias; and these negatively worded questions were reversed accordingly prior to total scores being calculated (Pallant, 2005).

Of the six scales selected to form the survey instrument, four traditional employee attachment scales (JS, OC, ITL and POS) were used in their original form, and adapted versions of two scales (JE and i-Deals) were used. For the JE scales, some items were modified and new items were added; regarding the latter, EFA and CFA were deemed necessary to verify factor structure and model fit. For the i-Deals scale, deletion of two out of four domains and removal of some items for theoretical reasons required CFA to confirm model fit. The four traditional employee attachment scales, JS, OC, POS, and ITL, were validated in other studies. These scales were not altered, and therefore no statistical testing was deemed necessary. A summary of instrument design of the six scales selected in the final survey instrument is presented in Table 5.1. This table outlines the scale and its origin.

Table 5.1 Summary of JE Survey Instrument

Scale	Modifications	Psychometric Testing
Job embeddedness (Holtom, Mitchell, Lee, et al., 2006)	Some original items modified and new items added.	EFA - verify factor structure. CFA - verify model fit.
Job satisfaction (Cammann et al., 1979)	No Changes.	Not required.
Organisational commitment (K. Lee et al., 2001)	No Changes.	Not required.
Intention to leave (Becker, 1992)	No Changes.	Not required.
Perceived organisation support (Eisenberger et al., 1997)	No Changes.	Not required.
Idiosyncratic deals (Rosen et al., 2013)	Used 2 out of 4 domains from original scale, and some items changes.	EFA - verify factor structure. CFA - verify model fit.

The survey instrument consists of 26 main questions, with some questions branching out into multi-item scales linked to a seven-point Likert scale, ranging from strongly agree to strongly disagree. Although some of the original scales in the test battery used five-point Likert scales to collect responses, the impact of restriction of range in scales could potentially increase

variance in responses, and it is important to maintain consistency across all of the scales (Howell, 2010). As such, seven-point Likert scales were adopted across all scales in the survey instrument. Please refer to Appendix C for the survey instrument used in Study 2. The order of the scales within the test battery was considered to be important to maximise response rate (Whitley, 2002). For this reason, the JE scale was positioned first, immediately after the demographic questions, followed by the traditional measures of employee attachment. Discussions and details of the development and psychometric testing of the modified JE scales and i-Deals scales are presented below, in order of presentation in the survey instrument:

1. Job Embeddedness was measured using an adaption of Holtom, Mitchell, Lee and Tidd's (2006) 18-item scale. This scale originally consisted of two dimensions, and covered 6 factors in total in a 2x3 matrix with segments of link, fit and sacrifice in both organisation and community environments. Holtom, Mitchell, Lee, et al. (2006) report an internal reliability of this 18-item measure of above .70 for both organisation and community dimensions for their sample. However, three items on this scale did not use a Likert response format, and these items were slightly reworded to maintain the consistent 7-point Likert format for all items. For example, for organisation link, "How many coworkers do you interact with regularly" was changed to, "In my job, I interact with a lot of co-workers". Seven new items were also added to the organisation dimension to examine new factors that might foster link, fit, or increase sacrifice in the organisation. No new items were added to the community dimension. Respondents rated their agreement for all items on a 7-point Likert response format with endpoints of *strongly disagree* to *strongly agree*. Higher scores indicate greater job embeddedness. The final version of the adapted scale contains 23 items (max. score = 161), and is detailed further in Chapter Five, in Figure 5.5 and Figure 5.6.
2. Job satisfaction was measured using Cammann, Fichman, Jenkinds, and Klesh's (1979) three-item scale to assess how satisfied employees are in their jobs. This scale was adopted from The Michigan Organisational Assessment Questionnaire to assess employees' overall affective responses to their jobs. This scale was selected for two reasons: 1) to get a general sense of JS amongst staff members; and 2) to be mindful of the length of the survey, so participants would be less likely to experience survey fatigue. The researcher aimed to find out whether participants were satisfied with their job overall, or not. Respondents rated their agreement with the items on a 7-point Likert

response format with endpoints of *strongly disagree* to *strongly agree*. Higher scores indicate stronger JS (max. score = 21). Fields (2002) found that a number of studies that used this scale reported internal reliability coefficients ranging from .67 to .95 (Seashore et al., 1982). The internal reliability coefficients for the present sample was .89. The three items included in this scale are:

"All in all, I am satisfied with my job."

"In general, I don't like my job." (R)

"In general, I like working here."

3. Organisational commitment (OC) was measured using Lee, Allen, Meyer, and Rhee's (2001) 15-item scale, which measures three domains: affective commitment (AC), continuance commitment (CC), and normative commitment (NC), using five items in each domain. AC measures emotional attachment to the organisation; CC measures the recognition of the costs associated with leaving the organisation and NC measures the perceived obligation to remain with the organisation. This scale was chosen because the wording was tested against both Western and Asian cultures: as the hospitality industry usually has a culturally diverse workforce, this scale was favored over other OC scales. K. Lee et al. (2001) found that the internal reliability of items was between 0.76 and 0.86. Respondents rated their agreement with the items on a 7-point Likert response format with endpoints of *strongly disagree* to *strongly agree*. Higher scores indicate stronger commitment to their organisation (max. score = 100). The internal reliability coefficients for the present sample was .82. The 15 items included in this scale are:

Affective commitment

"I really feel as if this organisation's problems are my own."

"I do not feel a strong sense of belonging to my organisation". (R)

"I do not feel emotionally attached to this organisation." (R)

"I do not feel like part of a family at my organisation." (R)

"This organisation has a great deal of personal meaning for me."

Continuance commitment

"I feel that I have too few options to consider leaving this organisation."

"One of the few consequences of leaving this organisation would be the scarcity of available alternatives."

"For me personally, the costs of leaving this organisation would be far greater than the benefit."

"I would not leave this organisation because of what I would stand to lose."

"If I decided to leave this organisation, too much of my life would be disrupted."

Normative commitment

"I do not feel any obligation to remain with my current employer." (R)

"Even if it were to my advantage, I do not feel it would be right to leave my organisation now."

"I would not feel guilty if I left this organisation now." (R)

"If I got another offer for a better job elsewhere, I would not feel it was right to leave my organisation."

"I would violate a trust if I quit my job with this organisation now."

4. Perceived organisation support (POS) was measured using Eisenberger, Cummings, Armeli, and Lynch's (1997) eight-item scale. POS is formed by employees' general beliefs regarding how much their organisation values their contributions and cares about their well-being. Eisenberger et al. (1997) found that POS and overall JS were strongly related but distinct constructs; furthermore, their study supports that POS falls under social exchange theory of reciprocity, where employees who feel that their organisation has their best interests in mind will reciprocate with good intentions for the well-being of the organisation. Respondents rated their agreement with the items on a 7-point Likert response format with endpoints of *strongly disagree* to *strongly agree*. Higher scores indicate that respondents feel strongly supported by their organisations (max. score = 56). Eisenberger et al. (1997) report an internal reliability of .90. The internal reliability coefficient for the present sample was .89. The eight items included in this scale are:

“My organisation really cares about my well-being.”

“My organisation strongly considers my goals and values.”

“My organisation shows little concern for me.” (R)

“My organisation cares about my opinions.”

“My organisation is willing to help me if I need a special favour.”

“Help is available from my organisation when I have a problem.”

“My organisation would forgive an honest mistake on my part.”

“If given the opportunity, my organisation would take advantage of me.”

5. Intention to leave was measured using Becker's (1992) three-item scale, which measures an employee's intention to resign. Intention to resign can lead to disruption of informal group relationships, and negative productivity when an employee gradually becomes emotionally detached from the firm (Bosshoff & Allen, 2000). This three-item scale was derived originally from the Michigan Organisational Assessment Questionnaire (Cammann et al., 1979), and has been used in various studies to measure employees' intent to leave their organisations. Respondents rated their agreement with the items on a 7-point Likert response format with endpoints of *strongly disagree* to *strongly agree*. Higher scores indicate a higher intention to leave their organisations (max. score = 21). Bosshoff and Allen (2000) report an internal reliability of .82 and argue that this scale demonstrates validity by using factor analysis and relationship with other scales. The internal reliability coefficient for the present sample was .89. The three items included in this scale are:

“I often think about resigning from this hotel.”

“It would not take much to make me leave this hotel.”

“I will probably be looking for another job soon.”

6. The idiosyncratic deals scale was measured using Rosen, Slater, Chang, and Johnson's (2013) 16-item scale under four domains, 1) task and work responsibilities, 2) schedule flexibility, 3) location flexibility, and 4) financial incentives, to measure the perceived freedom in job customization by employees. Due to the operational and high customer contact nature of hospitality work, and highly regulated employment laws in Australia,

two domains (location flexibility and financial incentives), totaling nine-items were omitted from the survey instrument. The seven remaining items were used. A sample item from task and work responsibilities was, “At my request, my employer has assigned me tasks that better developed my skills”. A sample item from schedule flexibility was, “At my request, my employer has accommodated my off-the-job demands when assigning my work hours”. Respondents rated their agreement with the items on a 7-point Likert response format with endpoints of *strongly disagree* to *strongly agree*. Higher scores indicate that respondents feel that their jobs are customized to suit their needs. Rosen et al. (2013) report an internal reliability of .90 (task and work responsibilities) and .79 (schedule flexibility). The final version of the adapted scale contains 6 items (max. score = 49). The final version of the adapted scale is detailed further in Chapter Five.

Additional Employee Perception Questions

This section was added to the survey instrument by request during consultation with industry representatives, to explore employee perceptions in the areas of awareness of employee benefits offered, recent job search behaviour, and perceived intention to stay within their present organisation. Whilst individual responses will not be provided for hotel organisations, aggregate data of these responses will be provided to senior management of participating organisations.

Recognition of current HR benefits - respondents were given the option to select as many benefits as they recognized on the list provided; and they were also given the option to type in benefits not mentioned on the list. This section was developed in consultation with HR managers in participating hotels, to find out whether employees are aware of organisation benefits available to them. This is important because, if employees do not realise that they are entitled to certain benefits, they would not feel it is a sacrifice when considering leaving their organisations. Respondents rated their acknowledgement of each benefit listed by checking the box; and respondents were also provided with the option of entering benefits not mentioned on the list. The results of employee awareness of HR benefits will help each organisation to increase promotion of certain benefits not recognized by employees.

Job search and intent to stay - Three items were added to the instrument, two of which were intended to measure participants’ perceptions of themselves staying with the organisation

in two (2) and five (5) years' time. The items were worded as, "*I expect to be with this organisation in two (2) years' time.*" and "*I expect to be with this organisation in five (5) years' time.*" Respondents rated their agreement with the items on a 7-point Likert response format with endpoints of *strongly disagree* to *strongly agree*. Higher scores indicate stronger intention to stay. The third item concerns job search behaviour, "*I have actively looked for another job in the last six (6) months*", which was added in order to determine an employee's recent intention and/or willingness to leave their present organisation.

5.2.1 Job Embeddedness Item Changes

To address content validity, three experts in the field of social science and hotel management checked that the item contents were appropriate for the domain, and any changed items reflected the focus of the original items. Several versions of the items were considered during this interactive process. The majority of items remained unchanged, as items were deemed to be appropriate by the experts in the field. The following section explains theoretical reasons for making changes to some of the items, and describes the changes made to these items.

Organisational Link – The three items in the short-form for this domain use categorical response scales that are inconsistent with the other items, which all use a seven-point Likert scale. The modified items were reworded to maintain consistency of the scales, using seven-point Likert responses from *strongly agree* to *strongly disagree*. Table 5.2 details these changes.

Table 5.2 Organisational Link Reworded Items

Original items	Reworded items
How many co-workers do you interact with regularly?	In my job, I interact with a lot of co-workers.
How many co-workers are highly dependent on you?	In my job, a lot of co-workers are highly dependent on me.
How many work teams are you on?	In my job, I am on a lot of different work teams.

Three new items were also created for this domain. During the interviews in Study 1, many respondents discussed the value of friendship in the workplace, even describing their work friends as being a part of their family. The new items attempt to cover some of the content

revealed in Study 1 that the researcher felt was not covered in the original instrument, such as *knowing* a lot of people and *friendships* within the organisation. The new items are:

“I know a lot of people in this organisation.”

“I have many friends at work.”

“If I left this job, I would miss my friends from work.”

Organisational Fit – In the revised shortened instrument, the measurement of consistency between employee values, and organisational culture and values, was lost. However, responses to Study 1 indicate that this was important to some participants; so an adapted item designed to explore culture and values was added back into the instrument. One new item was added to this domain, which was:

“I feel that my organisation’s culture and values are closely aligned with my own.”

Organisational Sacrifice – Three new items were created for this dimension. Although the three items from the short form described some general sacrifices of leaving their organisations, the new items include specific sacrifices such as losing desirable benefits, perceived presence of a *mentor* they would lose if they left the organisation, and losing status and reputation if they leave their organisations. Responses gathered in Study 1 support this, as respondents were reluctant to leave their present jobs and concerned about losing these particular benefits. The three items are:

“If I left this job, I would lose a lot of desirable benefits.”

“I have a mentor at work.”

“If I left this job, I would lose the status and reputation I have earned here.”

Community Link – The three items were selected from a total of seven questions in this domain by Holtom, Mitchell, Lee, et al. (2006), to form the short-form scale. As these items seek demographic information and are dichotomous in nature, they have been moved to the demographics section accordingly. These items are:

“Are you currently married?”

“If you are married, does your spouse work outside the home?”

“Do you own the home you live in? (Mortgaged or outright)”

Three new items were then created to replace the items moved to the demographics section. The first item was chosen from the original 44-item scale by Mitchell, Holtom, Lee, et al. (2001), which aimed to examine how grounded an employee’s family roots are within their community. The second and third items aimed to examine an employee’s perceived links to cultural and recreational activities and participation in teams or groups in their community. These new items are worded to maintain consistency of the scale, using seven-point Likert responses from *strongly agree* to *strongly disagree*. Table 5.3 presents these new items and the rationale for selecting these items for the community domain. No changes were made to the domains of *fit* and *sacrifice* in the community dimension. The correlation matrix for JE organisation and JE community scale are presented in Appendix D and Appendix E, respectively.

Table 5.3 Community Link New Items

New items	Rationale for items
My family roots are in this community.	This was one of the original items from the 44-item scale. It aimed to cover the aspect of “importance of family” within the community.
I am active in one or more community organisations (e.g. churches, sports teams, schools, etc.)	This item aimed to cover the aspect of “connection and association” with community organisations.
I participate in cultural and recreational activities in my local area.	This item aimed to cover the aspect of “participation” in community activities.

5.2.2 *Idiosyncratic Deals Item Changes*

i-Deals are mutually beneficial and customised agreements negotiated between an employee and their employers. The i-Deals scale was measured using an adaptation of Rosen et al.’s (2013) 16-item scale, which measures the perceived freedom of employees in job customization. This scale has four domains, task and work responsibilities, schedule flexibility, location flexibility, and financial incentives. Two domains in this scale were removed due to

theoretical reasons. The present study aims to explore the moderation effects of i-Deals on ITL in the present sample.

Content validity was examined by three experts in the field, as discussed in Section 5.2.1 and items were checked for appropriateness for the domain. The four domains in the original scale were, task and work responsibilities, schedule flexibility, location flexibility, and financial incentives. The Rosen et al. (2013) scale was tested in the USA, with participants drawn from a range of backgrounds including university students and business people. This study was conducted under the four- and five-star hospitality environment; and due to the operational nature of hospitality employment, as it is unlikely that employees could have the flexibility to work from another location (e.g. a housekeeper or guest service agent working from home), the domain for location flexibility was therefore omitted. Furthermore, because of Australia government's strict control of minimum wages (e.g. award rates and industry agreements), being an industry that is highly unionised, and compulsory superannuation regulations, the ability for managers to tailor remuneration packages for line-staff or supervisors would be limited; thus, the financial incentives domain was also omitted. The remaining two domains were adapted for the present study, these domains being, task and work responsibilities and schedule flexibility.

During the experts' consultation process, two items were removed from the *task and work responsibilities* domain. These items were:

"I have successfully asked for extra responsibilities that take advantage of the skills that I bring to the job."

"Following my initial appointment, my supervisor assigned me to a desirable position that makes use of my unique abilities."

The first item was removed because the wording can be misinterpreted by the reader. The item contains three concepts: 1) the success of the request; 2) whether or not an employee requested extra responsibility; and 3) the perceived employee skills that they contribute to their job. It is unclear whether the item aims to explore how highly motivated and determined the employee is by asking for extra responsibilities, or whether the employee was successful in their request. For example, responses could be the same for two employees who did not get extra responsibilities: 1) an employee who had requested but was unsuccessful; 2) an employee

who did not request extra responsibilities. Furthermore, it is more likely for a manager to receive extra responsibilities than an operational staff such as a housekeeper, as the daily tasks assigned to a housekeeper might be standardised across the role. Many organisations use benchmarking tools, such as Key Performance Indicators (KPIs), to evaluate whether employees meet certain expectations or targets in their role. The use of KPIs would also restrict flexibility in negotiating extra responsibilities.

The second item was removed because this item suggests that, after the initial appointment, negotiation could be made to move to a desirable position because of unique abilities demonstrated by the employee. Employees in the hospitality industry are usually hired for specific roles; and if the employee had *unique abilities*, they should have been recruited for that specialised position. Furthermore, the wording of the item indicates the flexibility to change to a *desirable position* after the initial appointment, which is rare in the hospitality industry because a role is usually recruited to fill a need for that position. After removal of the two items, seven items remained to form the i-Deals scale. Appendix F presents the correlation matrix for the i-Deals scale.

5.3 Results – Study 2

5.3.1 Survey Demographics

As a large proportion of employees do not have access to their own personal computers or assigned work spaces, due to the operational nature of hospitality work; thus it is difficult to be certain of the total number of employees who received the invitation to participate. Furthermore, this study was conducted during the Australian winter, when business seasonality is generally categorised as low-season, leading to less staff being actively employed by their organisations. With cooperation from each hotel's human resource department, the estimated total pool of employees with exposure to this online survey was approximately 1800 employees. Data were collected over a three-month period, where information was sent out to organisations at the start, followed by two follow-up reminders at one month and two weeks prior to the end of the survey. A copy of the research information and research consent forms are in Appendix G and Appendix H, respectively. A total of 400 survey responses were received: of these 363 were usable; with the remaining excluded due to missing data or extensive item non-completion. The estimated usable response rate for Study 2, therefore, was approximately 20%. The average time taken to complete the survey was 17 minutes.

Demographic information such as age, gender, marital status, main income earner status, employment status of respondent and their partner/spouse, relocation difficulties, dependants, educational qualifications, tenure, income, and home ownership status, was collected at the start of the online survey. 64% of the respondents were female. Ages ranged from 16 to 65 years; and there was an approximately even balance between operational staff and management staff. 77% of the respondents had educational qualifications beyond high school. Approximately 50% of participants were managers or supervisors. Almost half of participants (51%) were primary income earners. Approximately 33% of the participants had been with the same employer for 10 or more years (mean = 5.15 years). Table 4.4 summarises the socio-demographic profile of interviewees.

5.3.2 Scale Modification – Job Embeddedness

Of the six scales selected to form the survey instrument, four scales (JS, OC, ITL and POS) were used in their original form, and adapted versions of the remaining two scales (JE and i-Deals) were used. For the JE scales, some items were modified and new items were added; as such, EFA and CFA were deemed necessary to verify factor structure and model fit. For the i-Deals scale, deletion of two out of four domains and removal of some items for theoretical reasons required CFA to confirm model fit. The following sections outline descriptions and psychometric testing results for each scale. Furthermore, it explains the developmental process of the two adapted scales. The researcher tested the original factor structure models and alternate factor structures using the present sample, with the aim of yielding the best possible factor structure and model fit.

In the present study, job embeddedness was measured using an adaption of Holtom et al.'s (2006) short-form 18-item scale. Both the original scale and the short-form scale consist of two dimensions (latent variables) and cover 6 domains (observed variables) in total, presented as a 2x3 matrix with domains of link, fit and sacrifice in both organisation and community environments. Seven new items were developed from a review of the literature and themes derived from responses gathered in Study 1. The new items were added to the organisation dimension to improve content validity of the measures of link, fit and sacrifice in the organisation in the context of the Australian hospitality industry. As this scale was changed by addition of new items, item analysis and exploratory factor analysis were conducted. The revised factor structure was then assessed using confirmatory factor analysis, to examine how well the model fits the data sampled from this novel population. No new items were added to

the community dimension. The initial psychometric properties (reliability and validity) of the revised scale were also examined.

Table 5.4 Socio-Demographic Profile of Survey Respondents (*n*=360)

Socio-demographic variable	Percentage	Total number
Gender		
<i>Male</i>	35.6 %	128
<i>Female</i>	64.4 %	232
Age		
16 – 25	25.3 %	91
26 – 35	33.9 %	122
36 – 45	20.6 %	74
46 – 55	15.0 %	54
56 – 65	5.3 %	19
Relationship status		
<i>Single</i>	37.2 %	134
<i>Married / attached</i>	62.8 %	226
Earners role		
<i>Primary income earner</i>	51.1 %	184
<i>Secondary income earner</i>	23.1 %	83
<i>My partner & I are roughly equal income earners</i>	25.8 %	93
Current employment position		
<i>Manager / Supervisor</i>	50.3 %	181
<i>Line employees</i>	49.7 %	179
Department		
<i>Front office/Guest service/Concierge</i>	26.4 %	95
<i>Housekeeping / Public area cleaner</i>	8.3 %	30
<i>Food & beverage/Kitchen/Conference & Banquet</i>	26.1 %	94
<i>Engineering/Maintenance/Security</i>	4.4 %	16
<i>Administration/Sales & Marketing/HR/Finance</i>	28.6 %	103
<i>Other</i>	6.1 %	22
Years with the current employer (mean)		5.15 years
<i>Less than 2</i>	30.8 %	111
2 – 5	35.9 %	129
6 – 10	20.8 %	75
11 – 15	6.4 %	23
16 – 20	2.2 %	8
21 – 25	2.8 %	10
26 – 30	1.1 %	4
Highest educational qualification		
<i>Primary school or equivalent</i>	0.6 %	2
<i>High school or equivalent</i>	21.9 %	79
<i>Graduate certificate or Diploma equivalent</i>	27.2 %	98
<i>Trade qualifications or Apprenticeship</i>	9.4 %	34
<i>Bachelor degree</i>	32.8 %	118
<i>Postgraduate or Master degree</i>	8.1 %	29
Children under 18yrs living at home	99.4 %	358

Descriptive statistics were used to summarise the characteristics of the scale scores and the sample. Items performance was evaluated for their contribution to the construct through assessments of item skew and kurtosis, inter-item correlations (criterion $r < 0.8$), and corrected item-total correlations (criterion $r \geq 0.3$, with redundancy indicated if $r \geq 0.8$). Internal consistency for reliability was assessed by Cronbach's alpha, with the acceptable criterion of $\alpha > 0.70$ (Conlon, 2001; Tabachnick & Fidell, 2013). Items were considered for deletion if the minimum cut-offs were not met. Many of the item responses displayed negative skew, showing traits of higher embeddedness. This pattern of skew in the present sample was expected: as this sample was drawn from a population of employees who were already working in the industry, some degree of positive perception of their job is expected, leading to skewness and low variance in data collected. Age and gender bias were assessed using Chi-square and Spearman's correlations: no large age or gender bias were found during item analysis. Items with significant p values of ≤ 0.05 were highlighted for removal.

Construct validity was tested using factor analyses. Review of the literature found reports of some variability in the factor structure in the literature (Mitchell, Holtom, Lee, et al., 2001; Robinson et al., 2014; Zhang et al., 2012). The optimal factor structure for this measure in the present study was examined using EFA and CFA. In EFA, data collected were summarised, and variables that were correlated as measuring similar effects were grouped together (Tabachnick & Fidell, 2013); while items under the domains of fit, link and sacrifice were tested to check for collinearity. In CFA, theories of latent processes were tested, and variables were chosen to reveal underlying processes (Tabachnick & Fidell, 2013): in this case, the CFA was used to determine the best fit model for measuring JE organisation and JE community. EFA was conducted using IBM SPSS v24, and CFA was conducted using IBM SPSS Amos v24, to examine structural validity of survey items. All items for each scale were summed to provide total scores for JE Organisation and JE Community.

5.3.2.1 Job Embeddedness - Item Analysis & Reliability

All items for each dimension were summed to provide total scores for JE Organisation and JE Community. The following section presents item analysis and reliability of these items. Table 5.5 and Table 5.6 provide the means, standard deviations, and item-total correlations, for the items. A correlation matrix for JE organisation and for JE community can be found in Appendix D and Appendix E, respectively.

Table 5.5 JE Organisation Item-Total Statistics

JE Org Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My job utilizes my skills and talents well.	73.40	170.770	0.580	0.885
I feel like I am a good match for this organisation.	73.04	172.620	0.634	0.884
If I stay with this organisation, I will be able to achieve most of my goals.	73.78	161.970	0.712	0.879
I have a lot of freedom on this job to decide how to pursue my goals.	73.77	164.979	0.677	0.881
I would sacrifice a lot if I left this job.	74.46	163.614	0.607	0.884
I believe the prospects for continuing employment with this organisation are excellent.	73.46	164.305	0.706	0.880
In my job, I interact with a lot of co-workers.	72.86	179.366	0.482	0.890
In my job, a lot of co-workers are highly dependent on me.	73.63	175.588	0.450	0.890
In my job, I am on a lot of different work teams.	74.06	169.615	0.500	0.889
I know a lot of people in this organisation	73.57	175.706	0.407	0.892
I have many friends at work.	73.56	173.233	0.495	0.889
I have a mentor at work.	74.23	163.828	0.561	0.887
If I left this job, I would lose a lot of desirable benefits.	74.19	164.592	0.608	0.884
If I left this job, I would lose the status and reputation I have earned here.	74.74	169.440	0.432	0.893
I feel that my organisation's culture and values are closely aligned with my own.	73.87	165.117	0.692	0.881

SD = Standard Deviation, $n = 360$.

Table 5.6 JE Community Item-Total Statistics

JE Com Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Correct ed Item- Total Correla tion	Cronba ch's Alpha if Item Deleted
I really love the community where I live.	35.74	48.856	0.698	0.784
The community where I live is a good match for me.	35.81	47.812	0.735	0.779
The area where I live offers the leisure activities that I like (sports, outdoors, cultural events & arts).	35.83	49.307	0.589	0.794
Leaving the community where I live would be very hard.	36.94	43.609	0.652	0.782
If I were to leave the community where I live, I would miss my non-work friends.	36.69	45.156	0.546	0.800
If I were to leave the area where I live, I would miss my neighbourhood.	37.10	43.305	0.638	0.784
In my job, a lot of co-workers are highly dependent on me.	36.13	52.901	0.351	0.822
In my job, I am on a lot of different work teams.	36.56	52.799	0.255	0.839

SD = Standard Deviation, $n = 360$.

5.3.2.2 Job Embeddedness - Exploratory Factor Analysis

In the EFA, all items were entered using principle component method and an oblique rotation. In the initial EFA for the JE organisation scale, a 3-factor model did emerge; however, some items cross loaded above .3, indicating that this model was not optimal (see Appendix I). Fit and sacrifice items were also intermixed between the first factor and the third factor. The domains of *fit* and *sacrifice* showed cross loadings between factors in the EFA and high correlations in the CFA, indicating that respondents in this sample did not seem to be differentiating between the concepts of *fit* and *sacrifice*. A two-factor model was then specified in the EFA, and this model revealed two clear factors with no cross loading, and showed that a two-factor structure would be the best fit for this model. Conlon (2001) describes factor loadings of ± 0.30 to 0.39 as a minimal requirement explaining approximately 10% of the variance, ± 0.50 as a strong effect explaining approximately 25 percent of the variance, and

± 0.70 as a very strong effect explaining approximately 50 percent of the variance. The higher the loading, the stronger the relationship between the item and the factor (Conlon, 2001).

In this two-factor structure in the present study, the factor loadings ranged between 0.421 and 0.919, with the majority of items showing strong to very strong relationship with the factor, and its importance to the description of the overall factor. Consistent with Zhang et al. (2012), the domains of fit and sacrifice are items loaded on the first factor, and link items loaded on the second factor. Similar to the JE community scale, consistent with Zhang et al. (2012), a two-factor structure emerged with fit and sacrifice items loading on the same factor.

Table 5.7 and Table 5.8 provide details of items in each dimension and their factor loadings. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity were used to assess the suitability of the data for factor analysis, using principle component analysis and oblique rotation to allow for correlations between data. The KMO index was assessed using the criterion of > 0.50 , and Bartlett's test of sphericity should be significant ($p < .05$) for factor analysis to be considered suitable (Williams, Onsman, & Brown, 2010). In the present sample, the two-factor model yielded KMO of 0.896 for JE organisation and 0.807 for JE community scales, with both dimensions displaying significant results ($p < .01$). Although JE has been described as a unified construct by Mitchell, Holtom, Lee, et al. (2001), for theoretical reasons the two dimensions of JE organisation and JE community were treated as two scales in the present study. This is because the dimensions of organisation and community are unlikely to have an equal effect on an employee's intent to leave. For example, one employee could be very embedded in their organisation but not embedded in their community, yielding high scores for the organisation dimension but not for community, yet another employee could be exactly opposite, but yielding the same total score. Therefore, using a combined job embeddedness score would not distinguish one employee from another.

Table 5.7 JE Organisation Items & Factor Loading

Dimension	Domain	Item source	Item description	Factor loading	
				<i>Factor 1</i>	<i>Factor 2</i>
Organisation	Link	Original – reworded items	In my job, I interact with a lot of co-workers.		.734
			In my job, a lot of co-workers are highly dependent on me.		.691
			In my job, I am on a lot of different work teams.		.525
		New items	I know a lot of people in this organisation.		.655
			I have many friends at work.		.848
			If I left this job, I would miss my friends from work.		.711
	Fit	Original items	My job utilizes my skills and talents well.	.642	
			I feel like I am a good match for this organisation.	.768	
			If I stay with this organisation, I will be able to achieve most of my goals.	.905	
		New items	I feel that my organisation’s culture and values are closely aligned with my own.	.772	
	Sacrifice	Original items	I have a lot of freedom on this job to decide how to pursue my goals.	.848	
			I would sacrifice a lot a lot if I left this job.	.712	
			I believe the prospects for continuing employment with this organisation are excellent.	.882	
		New items	If I left this job, I would lose a lot of desirable benefits.	.529	
			I have a mentor at work.	.485	
			If I left this job, I would lose the status and reputation I have earned here.	.401	

Extraction Method: Principle Component Analysis. Rotation Method: Oblique Rotation. Factor loading \geq

0.4.

Table 5.8 JE Community Items & Factor Loading

Dimension	Domain	Item source	Item description	Factor loading	
				<i>Factor 1</i>	<i>Factor 2</i>
Community	Link	Original	My family roots are in this community.		.440
		New items	I am active in one or more community organisations (e.g., churches, sports teams, schools, etc.).		.915
			I participate in cultural and recreational activities in my local area.		.827
	Fit	Original items	I really love the community where I live.	.898	
			The community where I live is a good match for me.	.938	
			The area where I live offers the leisure activities that I live (sports, outdoors, cultural events & arts).	.787	
	Sacrifice	Original items	Leaving the community where I live would be very hard.	.757	
			If I were to leave the community where I live, I would miss my non-work friends.	.552	
			If I were to leave the area where I live, I would miss my neighbourhood.	.664	

Extraction Method: Principle Component Analysis. Rotation Method: Oblique Rotation. Factor loading ≥ 0.4 .

5.3.2.3 Job Embeddedness - Confirmatory Factor Analysis

Construct validity was assessed to confirm that the domains of link, fit and sacrifice loaded onto the super-ordinate factors of JE organisation and JE community: firstly, to conduct a first-order confirmatory factor analysis, testing whether the individual latent variables could be represented by their respective items; and secondly, to conduct a second-order confirmatory factor analysis, testing whether a second-order latent variable of JE organisation could be represented by the individual JE organisation latent factors. There were three stages in the scale development journey process. It began with testing of Holtom et al.'s (2006) short-form model with the present sample. Then, due to high collinearity, the domain of fit was removed;

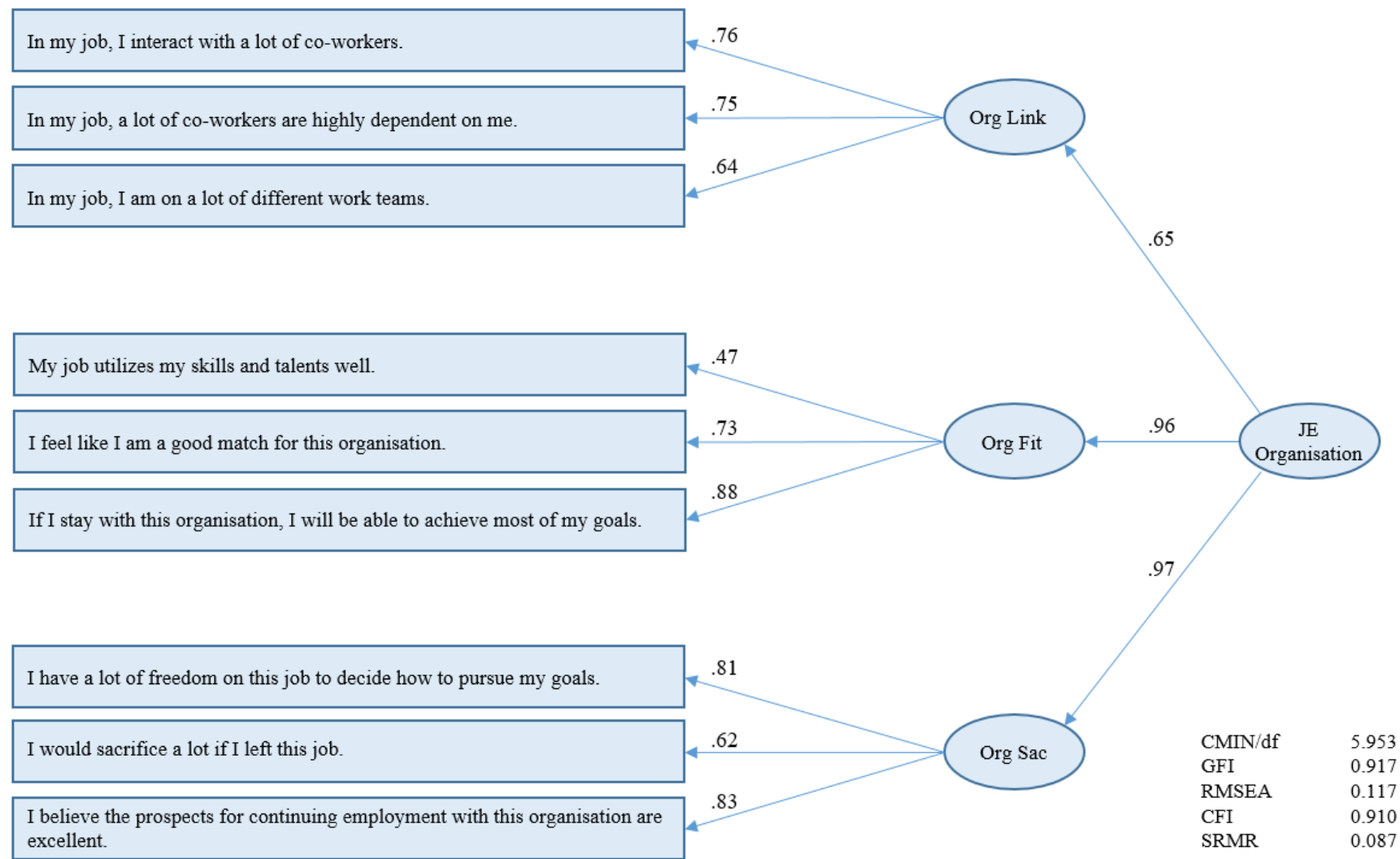
however, by removing the entire fit domain, some important aspects of the scale were lost. Finally, a final model with good fit was found, by combining the *fit* and *sacrifice* domains, creating a two-factor structure model.

All analyses were conducted using the maximum likelihood estimation available within the AMOS software. Evaluations of model fit in the present study used Byrne's (2001) and Hu and Bentler's (1999) recommended indices cut-off values: although the normed chi-squared rule of thumb ratio of 3 to 1 is considered an acceptable fit between the sample data and the hypothetical model. Marsh and Hocevar (1985) report that using ratios as high as 5 to 1 is acceptable to indicate a reasonable model fit. The models in the present study were assessed using the following fit statistics: the normed chi-square (χ^2/df ; ratio of 5:1 or less suggesting a mediocre to acceptable fit; ratio of 3:1 or less suggesting a good fit), the comparative fit index (CFI > 0.9), the goodness-of-fit index (GFI > 0.9), standardized root mean square residual (SRMR < 0.1), and the root mean square error of approximation (RMSEA < 0.1). The RMSEA estimates the error due to the approximate fit of the model. The less error the better; thus, RMSEA values < .05 are desirable; however, values < .10 are acceptable (Byrne, 2001). Discussions of this scale developmental journey process are presented in the following sections.

Model Fit - Test of Job Embeddedness Short-form Model

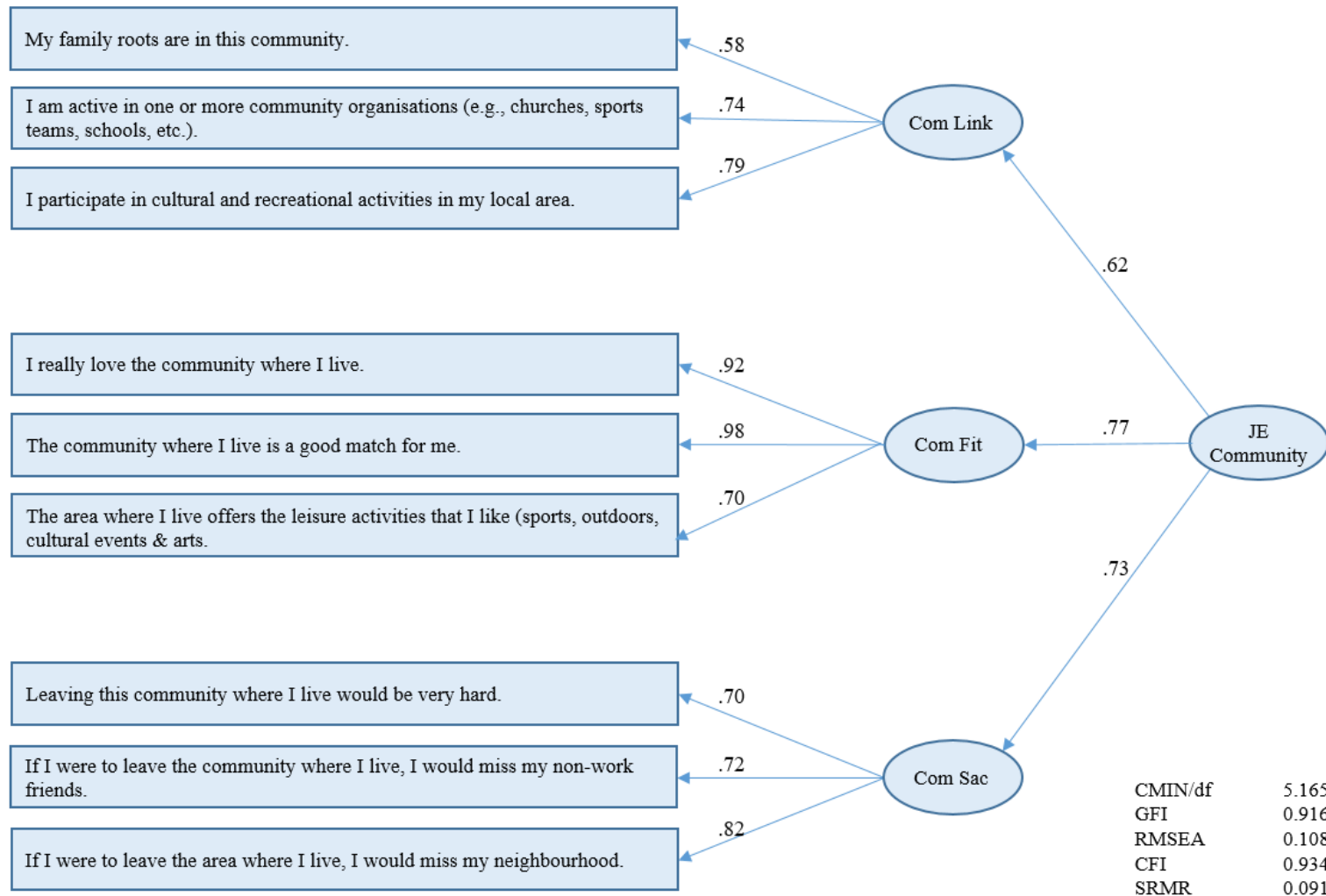
Firstly, an examination was conducted on the short-form model (Holtom, Mitchell, Lee, et al., 2006) with the present sample. For JE organisation dimension, a three-domain model (*OrgFit*, *OrgLink* & *OrgSac*) was predicted by nine items, item performance was examined by applying a > 0.4 factor loading (Tabachnick & Fidell, 2013), and all nine items loaded between 0.47 and 0.88. In this dimension, high factor loadings of .96 and .97 presented between the two domains of *OrgFit* and *OrgSac*, suggesting that the two domains have high overlapping of variance, potentially measuring the same embeddedness factors. The JE organisation model yielded fit statistics above cut-off indices, suggesting that the model had a poor fit to data collected in this sample: $\chi^2/\text{df}=6.182$, CFI = 0.803, GFI = 0.817, SRMR = 0.087, and RMSEA = 0.120. Model fit statistics, correlations between organisational domains, and standardised regression weights between items, are shown in Figure 5.1.

Figure 5.1 CFA - JE Organisation Short-Form Scale



For the JE community dimension, a three-factor solution (*ComFit*, *ComLink* & *ComSac*) was predicted by nine items. Item performance was examined by applying a > 0.4 factor loading (Tabachnick & Fidell, 2013), and all nine items loaded between 0.58 and 0.98. The *ComFit* items, “*I really love the community where I live*” and “*The community where I live is a good match for me*”, had very high loading of .92 and .98, respectively, suggesting that the items had high overlapping of variance. Theoretically, the wording of the two items are very similar: you would expect that, if you “love the community where you live”, you would also feel that “community is a good match” for you. These two items were thus identified as being potentially problematic. The model fit evaluation used the same recommended indices cut-off values as discussed above. The model presented the following fit statistics: $\chi^2/df = 5.165$, CFI = 0.934, GFI = 0.916, SRMR = 0.091, and RMSEA = 0.108. This model yielded fit statistics above cut-off indices, suggesting that the model had a poor fit to data collected in this sample. Model fit statistics, correlations between the community domains, and standardised regression weights between items, are shown in Figure 5.2.

Figure 5.2 CFA - JE Community Short-Form Scale



Model Fit – Modification 1 – Removal of Fit Domain

On initial examination for both JE organisation and JE community scales using CFA, the domain of *fit* showed very high collinearity with the domain of *sacrifice*. This can be explained by some items sharing strong relationships with each other, such as that the severing of perceived *fit* could be seen as a potential *sacrifice*. Theoretically, if employees perceived that they have good fit to their jobs, they would also be likely to have the view that they will sacrifice a lot if they leave their jobs. For example, in the organisation dimension, the *fit* item, “*If I stay with this organisation, I will be able to achieve most of my goals*”, can potentially become a *sacrifice* if they left the organisation, as leaving the organisation will lead to not achieving their goals. Furthermore, an example from the community *sacrifice* domain, “*Leaving the community where I live would be very hard*”, can be interpreted as an employee’s perceived *fit* in the community. Due to very high collinearity, and poor model fit for both organisation and community dimensions with the present sample, the domain of *fit* was removed to explore its impact on the scale. After removal of several items for reason of low factor loadings, an acceptable model was reached, with the scales including 10 items for JE Organisation and five items for JE Community (Figure 5.3 & Figure 5.4).

The model fit evaluation used the same recommended indices cut-off values as discussed above. The JE organisation model presented the following fit statistics: $\chi^2/\text{df}=4.181$, CFI = 0.905, GFI = 0.922, SRMR = 0.054, and RMSEA = 0.094. The relative chi-square (CMIN/df) of 4.181 is considered high. Schumacker and Lomax (2010) argue that a model with good fit would ideally be below 2; however, that for samples larger than $n=200$, a higher tolerance cut-off of less than 5 would still be acceptable. This model yielded fit statistics very close to cut-off indices. Although they were all within acceptable ranges, the fit statistics suggest that the model has a mediocre fit to data collected in this sample. Model fit, correlations between the community domains, and standardised regression weights between items, are shown in Figure 5.3.

For the JE community model, the fit statistics were: $\chi^2/\text{df}=1.646$, CFI = 0.996, GFI = 0.993, SRMR = 0.027, and RMSEA = 0.042. This model yielded fit statistics well below cut-off indices, the fit statistics suggesting that the model had an excellent fit to data collected in this sample. Model fit, correlations between the community domains, and standardised regression weights between items, are shown in Figure 5.4.

Figure 5.3 CFA Modification 1- JE organisation – Remove Fit Domain

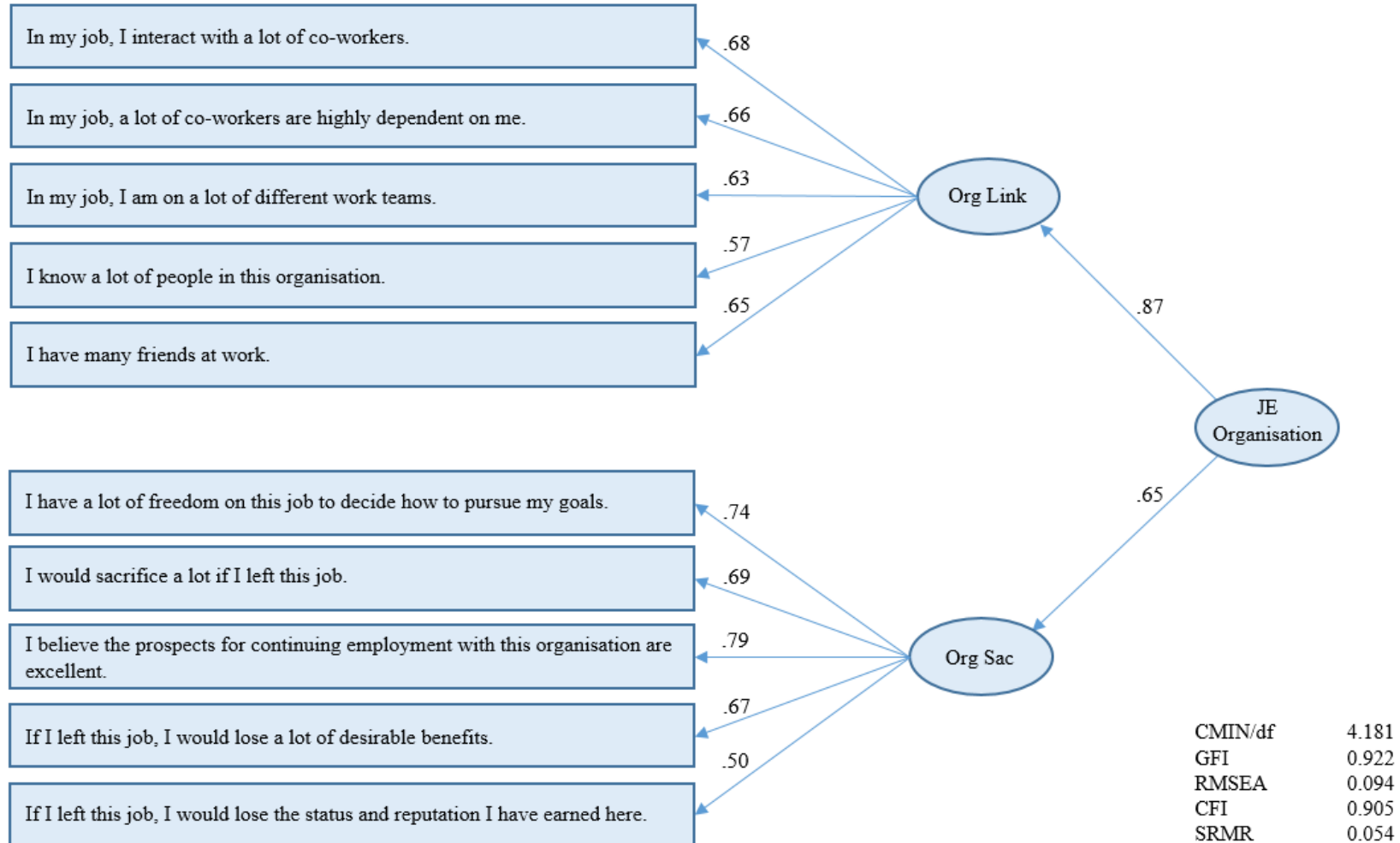
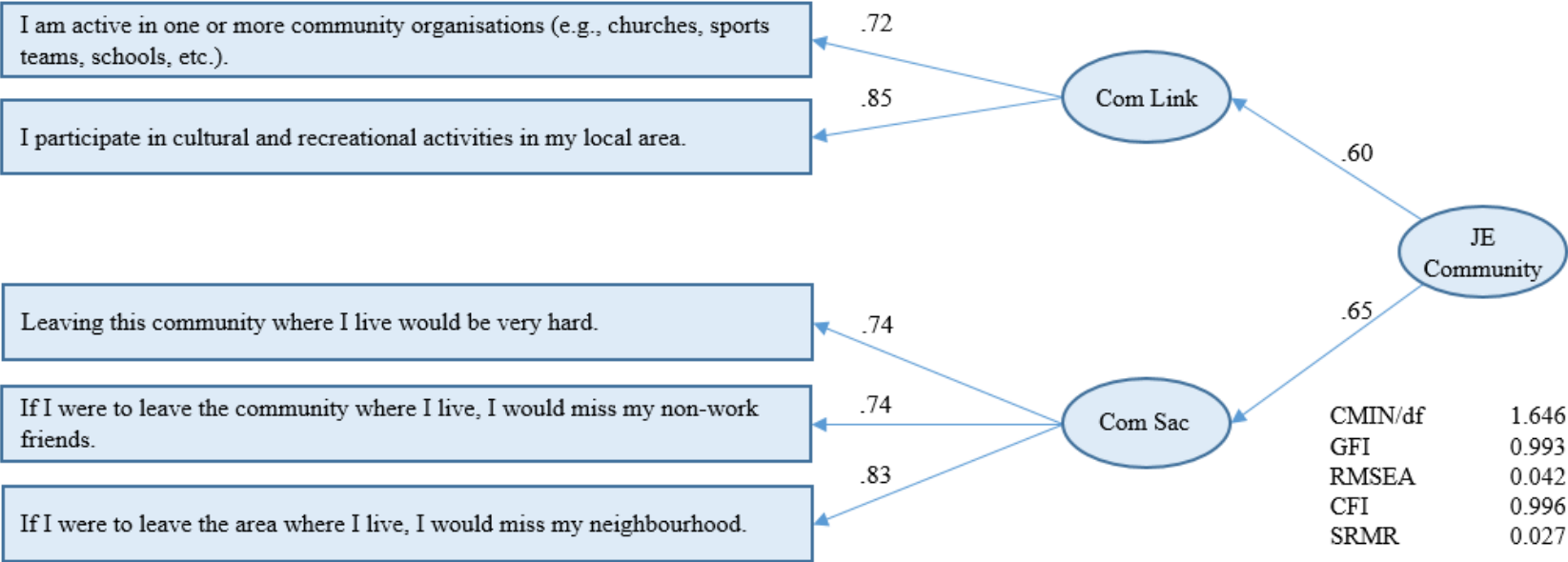


Figure 5.4 CFA Modification 1- JE community – Remove Fit Domain



Although removing the *fit* domains for both organisation and community dimensions improved model fit of the scales, removing the entire *fit* domain reduced the scope covered by contents within these domains. For example, in the organisation dimension, the perceived fit within the organisation, and perceived alignment with the organisation's culture and values, would be lost by deleting the following four *fit* items:

"My job utilizes my skills and talents well."

"I feel like I am a good match for this organisation."

"If I stay with this organisation, I will be able to achieve most of my goals."

"I feel that my organisation's culture and values are closely aligned with my own."

Similarly, with the community dimension, removal of the *fit* domain removed the perceived fit of an employee to their community and the lifestyle choices offered by the community where they live. Although statistically this model yielded a very good model fit, it is often necessary to consider the trade-off between acceptable fit indices and theoretical scope when determining the final scale (Schumacker & Lomax, 2010). Furthermore, as the short-form scale only consisted of nine items, moving the fit domain and deleting one item from the *link* domain due to low factor loading reduced the JE community scale to only 5 items. The three items deleted from the *fit* domain were:

"I really love the community where I live."

"The community where I live is a good match for me."

"The area where I live offers the leisure activities that I like (sports, outdoors, cultural events & arts)."

In summary, removal of all the items from the *fit* domain would likely lose theoretical content intended to highlight the phenomenon of consideration of an employee's perceived fit within the organisation and community when making decisions about leaving their employment. Too many perceived *fit* aspects were lost from the original JE models during this process, with the aim of yielding models with acceptable model fit. The researcher thus redirected focus to the examination of a combined two-factor structure model to retain content from the original models with good model fit statistics.

Model Fit – Modification 2 – Combined Two Factor Model

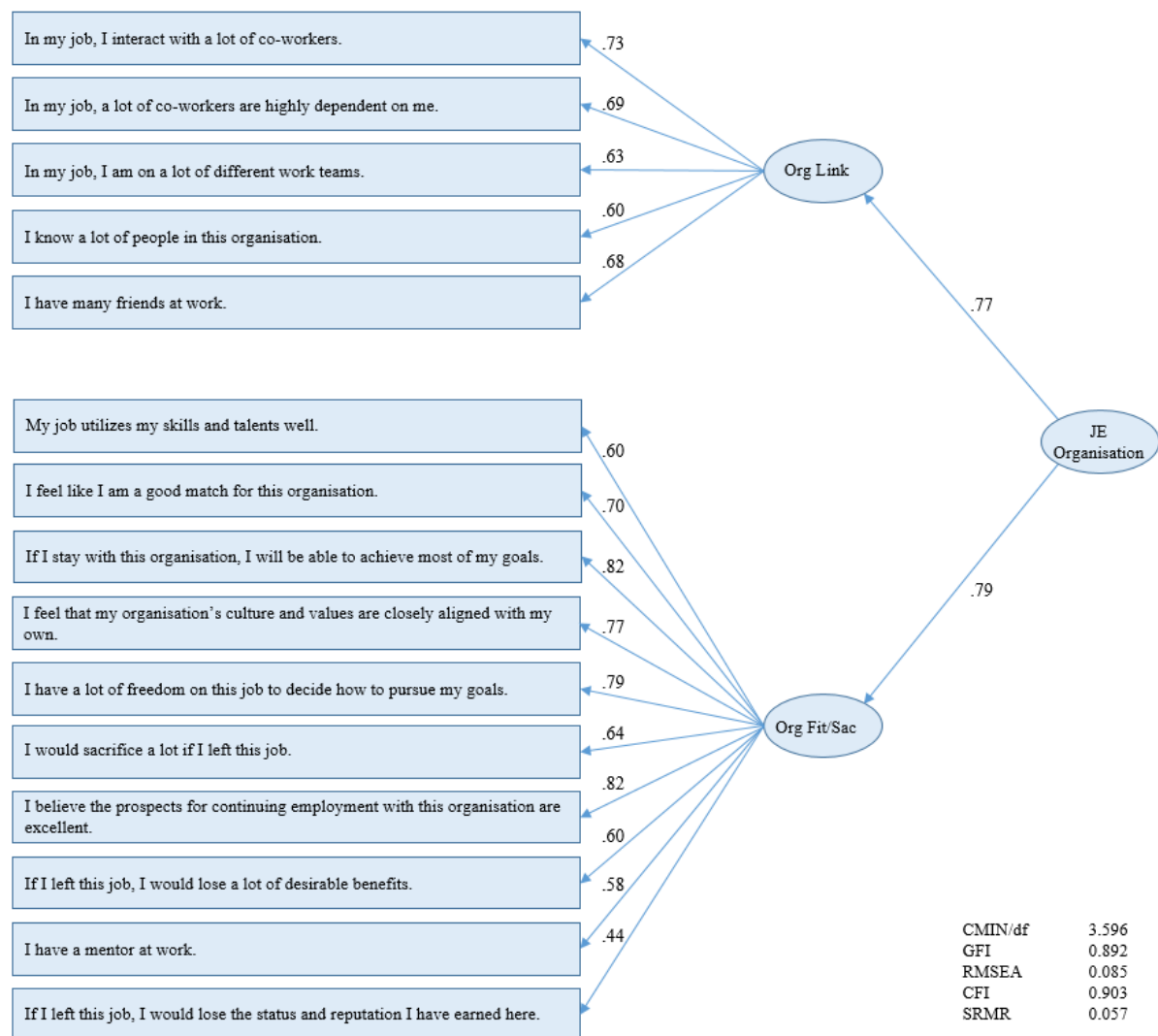
As discussed in Section 5.3.2.3 on factor structure, item analysis, and reliability, the EFA revealed a clear two-factor structure with no cross loading. Consistent with Zhang et al. (2012), *fit* and *sacrifice* items loaded on the one factor, and the *link* items loaded on the second factor. After further examination, a two-factor model consisting of the domain of *link*, and a combination of *fit* and *sacrifice* domains, was found to have good structural validity. The internal reliability coefficients for the present sample were .89 for the organisation dimension and .82 for the community dimension.

Item removal and justifications – When all items were included in both organisation and community dimensions, the models presented with an acceptable range of fit indices; however, two items were removed, one from each of the JE organisation and JE community models, for the reason of high covariances between items, and low factor loadings within the model. The two-factor structure for JE organisation, including all items (prior to item removal), yielded an acceptable model fit statistic of: $\chi^2/\text{df} = 4.618$, CFI = 0.861, GFI = 0.853, SRMR = 0.701, and RMSEA = 0.100. Furthermore, the two-factor structure for JE community, including all items (prior to item removal), yielded an acceptable model fit statistic of: $\chi^2/\text{df} = 4.148$, CFI = 0.958, GFI = 0.948, SRMR = 0.090, and RMSEA = 0.094. Although these fit statistics are within the acceptable range, further examination found that removal of the following items improved overall model fit. In the JE organisation model, covariance score for the item, “*If I left this job, I would miss my friends from work*”, indicated that this item was problematic and highly correlated with other items in the scale (see Appendix I). Removal of this item slightly improved the scale’s overall model fit, from a mediocre fit ($\chi^2/\text{df} = 4.618$) to a good fit ($\chi^2/\text{df} = 3.596$). As for the JE community model, the item, “*My family roots are in this community*”, had a low loading of .40. Removal of this item significantly improved the scale’s overall model fit, from a mediocre fit ($\chi^2/\text{df} = 4.148$) to a very good fit ($\chi^2/\text{df} = 2.814$). Although it was not ideal to reduce the *link* domain from three items to two items, due to the large improvement in model fit for the present sample the removal of this item was considered appropriate.

JE organisation - The new domain of *Fit/Sacrifice (FitSac)* is a combination of the *fit* domain and the *sacrifice* domain, and has a total of 10 items. By retaining the items within the *fit* domain, the scale does not compromise on theoretical scope. The new domain of *FitSac* measures perceived fit to the organisation, perceived ability to achieve goals, perceived

alignment of an employee's culture and values to those of the organisation, and perceived sacrifice of leaving their organisation such as lost benefits, reputation, and mentorship; together with the domain of *link*, which measures interactions between co-workers, friendships at work, and participation in team work. The JE organisation final model consists of 15 items. This two-factor structure yielded fit statistics of: $\chi^2/df=3.596$, CFI = 0.903, GFI = 0.892, SRMR = 0.057, and RMSEA = 0.085. This model yielded fit statistics below cut-off indices, the fit statistics suggesting that the model has an acceptable fit to data collected in this sample. Model fit, correlations between the organisation domains, and standardised regression weights between items, are shown in Figure 5.5.

Figure 5.5 CFA Modification 2 – JE Organisation Final Model



JE community - The new domain of *FitSac* has a total of six items. *Fit/Sac* measures an employee's perceived *fit* within their community, the availability of suitable lifestyle leisure activities, friendships within the community, and the *sacrifice* for an employee who has to relocate to another community. The JE community final model consists of eight items. This two-factor structure yielded fit statistics of: $\chi^2/\text{df}=2.814$, CFI = 0.981, GFI = 0.871, SRMR = 0.053, and RMSEA = 0.071. This model yielded fit statistics well below cut-off indices, the fit statistics suggesting that the model has a very good fit to data collected in this sample. Model fit, correlations between the community domains, and standardised regression weights between items, are shown in Figure 5.6.

Figure 5.6 CFA Modification 2 – JE Community Final Model

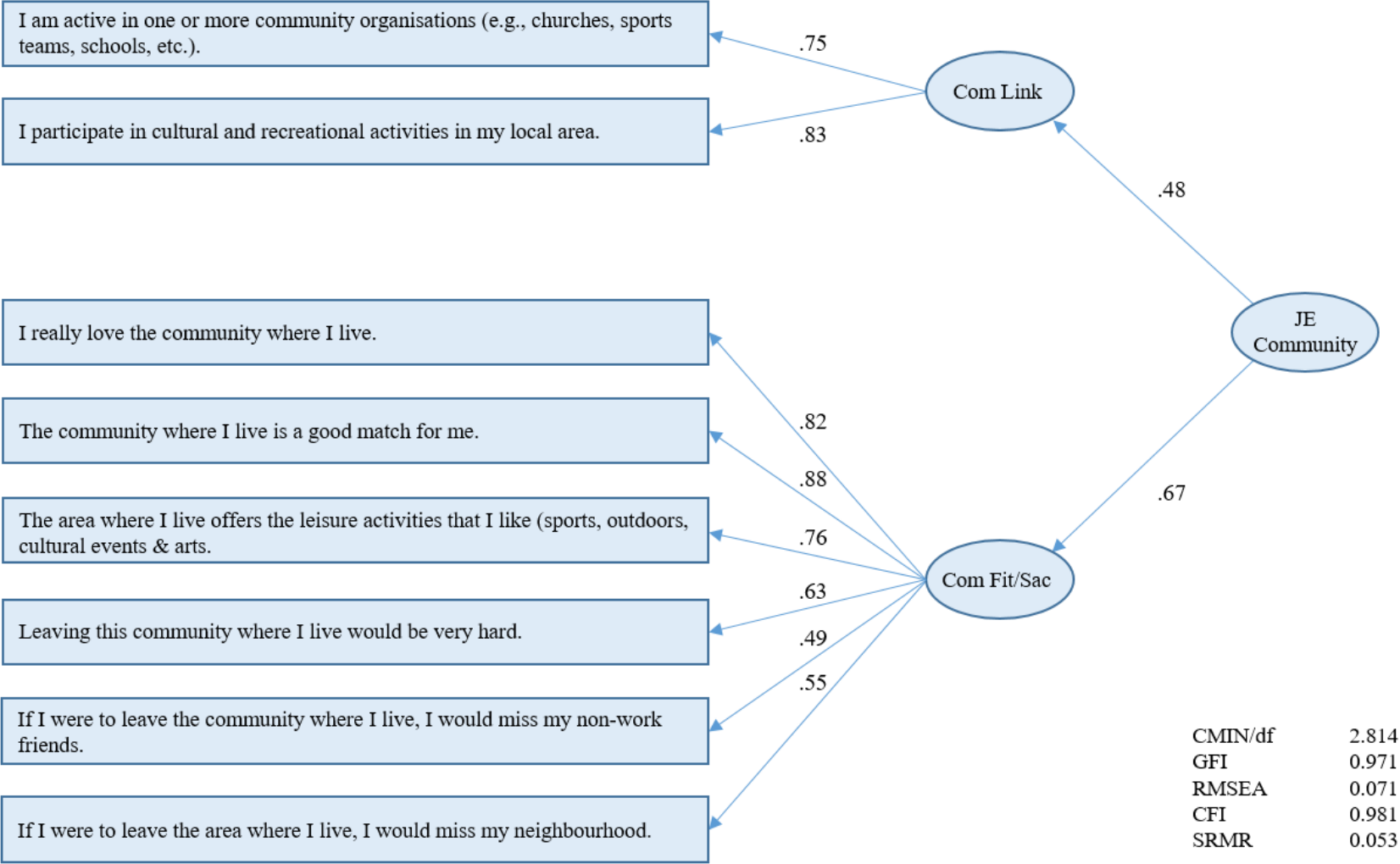


Table 5.9 provides a summary of the psychometric test results for both scales.

Table 5.9 Summary of Psychometric Testing for JE

Domain	Criteria	Summary of Results		Comments
(<i>n</i> = 360)		JE Organisation	JE Community	
Content validity	Expert Review Underlining theoretical construct	N/A	N/A	Content validity supported
Item analysis	Inter-item correlations $r \leq 0.8$	$r = 0.17 - r = 0.70$	$r = 0.18 - r = 0.64$	Items supported
	Corrected item – total correlations $r \geq 0.3$ to ≤ 0.8	Range: $r = 0.407$ to $r = 0.712$	Range: $r = 0.255$ to $r = 0.735$	
	Age bias – Spearman's rho; significant <i>p</i> value	No significance found	No significance found	
	Gender bias - χ^2 ; significant <i>p</i> value	No significance found	No significance found	
Construct Validity EFA	KMO > 0.5	KMO = 0.896	KMO = 0.807	Construct validity supported
	Bartlett's test of sphericity	Significant <i>p</i> < 0.01	Significant <i>p</i> < 0.01	
	> 0.4 factor loadings	0.40 to 0.91	0.44 to 0.94	
Construct Validity CFA	Normed χ^2 / df; ratio of less than 5	χ^2 / df = 3.596	χ^2 / df = 2.814	Construct validity supported
	CFI > 0.9	CFI = 0.903	CFI = 0.981	
	GFI > 0.9	GFI = 0.892	GFI = 0.971	
	SRMR of < 0.1	SRMR = 0.057	SRMR = 0.0531	
	RMSEA of < 0.1	RMSEA = 0.085	RMSEA = 0.071	
Internal consistency reliability	Cronbach's alpha (α) ≥ 0.70	$\alpha = .893$	$\alpha = .820$	Internal consistency and initial reliability supported

Note: CFA - Confirmatory factor analysis, KMO - Kaiser-Myer-Olkin, χ^2 - Chi-square, df - degrees of freedom, CFI - Comparative fit index, GFI - Goodness-of-fit index, SRMR - Standardised root mean square residual, RMSEA - Root mean square error of approximation.

Descriptive statistics were used to summarise the characteristics of the scale scores and the sample. Items performance was evaluated for their contribution to the construct through assessments of items, inter-item correlations (criteria $r < 0.8$), and corrected item-total correlations (criteria $r \geq 0.3$, with redundancy indicated if $r \geq 0.8$). Internal consistency for reliability was assessed by Cronbach's alpha with the acceptable criterion of $\alpha > 0.70$ (Conlon, 2001; Tabachnick & Fidell, 2013). Items were considered for deletion if the minimum cut-offs were not met. Age and gender bias were assessed using Chi-square and Spearman's correlations: no large age or gender bias were found during item analysis. All items for each domain were summed to provide total scores. Items with significant p values of ≤ 0.05 were highlighted for removal.

5.3.3 Scale Modification – Idiosyncratic Deals

The idiosyncratic deals scale was measured using Rosen, Slater, Chang, and Johnson's (2013) seven item adapted scale. The present study incorporated the i-Deals construct to address the call, by Rosen et al. (2013), for research to examine the complex relationships that exist between i-Deals and behavioural (e.g. intent to leave) and exchange relationship constructs (e.g. organisational commitment). The present study aims to explore the moderation effects of i-Deals on intention to leave in the present sample. As this study uses an adapted version, EFA and CFA were deemed necessary to verify factor structure and model fit.

5.3.3.1 Idiosyncratic Deals – Item Analysis & Reliability

Items performance of this sample was evaluated for their contribution to the construct through assessments of inter-item correlations, and corrected item-total correlations. Internal consistency for reliability was assessed by Cronbach's alpha with the acceptable criterion of $\alpha > 0.70$ (Conlon, 2001; Tabachnick & Fidell, 2013). Items were considered for deletion if the minimum cut-offs were not met. Skew was detected due to restriction of range. As the nature of many hospitality positions requires low-skilled employees, it is expected that the present sample would have minimal job customisation offered, leading to skewness and low variance in data collected. The null hypotheses were tested for age and gender bias using Chi-square and Spearman's correlations. No large age or gender biases were found during item analysis. Items with significant p values of ≤ 0.05 were highlighted for removal. Table 5.10 presents item performance for the i-Deals scale. A correlation matrix for i-Deals can be found in Appendix F.

Table 5.10 Idiosyncratic Deal Item Performance

Idiosyncratic Deals Item-Total Statistics				
	Mean	SD	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
At my request, my employer has assigned me tasks that better develop my skills.	5.29	1.338	0.590	0.812
I have negotiated with my employer for tasks that better fit my personality, skills, and abilities.	4.75	1.466	0.542	0.821
My employer has offered me opportunities to take on desired responsibilities outside of my formal job requirements.	4.98	1.554	0.598	0.810
My employer considers my personal needs when making my work schedule.	5.22	1.584	0.633	0.803
At my request, my employer has accommodated my off-the-job demands when assigning my work hours.	5.29	1.508	0.653	0.799
Outside of formal leave and sick leave, my employer has allowed me to take time off to attend to non-work-related issues.	5.26	1.561	0.636	0.802

SD = Standard Deviation, $n = 360$.

5.3.3.2 Idiosyncratic Deals - Exploratory Factor Analysis

Construct validity was tested using factor analyses. The optimal factor structure for this measure in the present study was examined using EFA and CFA. Suitability of the data for factor analysis was tested using the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity. For factor analysis to be considered suitable, the KMO index was assessed using the criteria of > 0.50 , and the Bartlett's test of sphericity should be significant ($p < .05$) (Williams et al., 2010). In the present sample, the two-factor model yielded KMO of 0.832, and Bartlett's test of sphericity displayed significant results ($p < .01$). These analyses confirm that the seven items in the i-Deals scale are suitable for factor analysis. Relationships between variables were examined in the EFA, using principle component analysis and oblique rotation to allow for correlations between data. A two-factor scale was predicted by seven items, and item performance was examined by applying a > 0.4 factor loading (Tabachnick & Fidell, 2013). This is consistent with the Rosen et al. (2013) study,

indicating that the variables are a good fit with the factors within this model; and all seven items loaded between 0.71 and 0.89. Table 5.11 presents factor loadings for the seven items.

5.3.3.3 Idiosyncratic Deals - Confirmatory Factor Analyses

Construct validity was assessed to confirm that the domains of *task and work responsibilities*, and *schedule flexibility*, loaded onto a super-ordinate factor of i-Deals: firstly, to conduct a first-order CFA testing of whether the individual latent variables could be represented by their respective items; and secondly, to conduct a second-order CFA testing of whether a second-order latent variable of i-Deals could be represented by the individual i-Deals latent factors. A model with good fit was found after removal of one item from the domain of *task and work responsibilities*.

Table 5.11 Idiosyncratic Deal Items & Factor Loading

Dimension	Domain	Item description	Factor loading	
			Factor 1	Factor 2
Idiosyncratic Deal	Task & Work Responsibility	At my request, my employer has assigned me tasks that better develop my skills.	.884	
		I have negotiated with my employer for tasks that better fit my personality, skills, and abilities.	.842	
		My employer has offered me opportunities to take on desired responsibilities outside of my formal job requirements.	.836	
		In response to my distinctive contributions, my employer has granted me more flexibility in how I complete my job.	.639	
	Schedule Flexibility	My employer considers my personal needs when making my work schedule.		.943
		At my request, my employer has accommodated my off-the-job demands when assigning my work hours.		.924
		Outside of formal leave and sick leave, my employer has allowed me to take time off to attend to non-work-related issues.		.757

Extraction Method: Principle Component Analysis. Rotation Method: Oblique Rotation. Factor loading ≥ 0.4 .

All analyses were conducted using the maximum likelihood estimation available within the AMOS software. Evaluations of model fit used Byrne's (2001) and Hu and Bentler's (1999) recommended indices cut-off values, as discussed above (see Section 4.3.2.4). The models in the present study were assessed using the following fit statistics: χ^2/df ; ratio of 5:1 or less, CFI > 0.9, GFI > 0.9, SRMR < 0.1, and RMSEA < 0.1. Discussions of the statistical analyses are presented in the following sections.

Model Fit - Test of Idiosyncratic Model

CFA was conducted to analyse data, and to assess whether the i-Deals loaded onto superordinate factors, of *task and work responsibility*, and *Schedule Flexibility*. All analyses were conducted using maximum likelihood estimation. Results of the initial i-Deals model using the present sample identified an average model fit, with RMSEA statistics very close to an unacceptable range of fit indices. The initial seven-item i-Deals model presented the following fit statistics: $\chi^2/\text{df} = 4.714$, CFI = 0.961, GFI = 0.952, SRMR = 0.054, and RMSEA = 0.102. These statistics suggest that the model had a mediocre fit to data collected in this sample. Exploring for a better model fit, one item was removed from the *task and work responsibility* dimension, in order to strengthen construct validity, which was:

“In response to my distinctive contributions, my employer has granted me more flexibility in how I complete my job.”

This item was removed because it was identified as a problematic item with high covariance with other items in the CFA. Theoretically, many hospitality roles do not have flexibility to change the way the job is performed, as consistency in process and presentation for guests are paramount to the success of many such organisations. By removing this item from the *task and work responsibilities* domain, the model presented improved fit statistics: $\chi^2/\text{df} = 3.645$, CFI = 0.979, GFI = 0.974, SRMR = 0.042, and RMSEA = 0.086. Given the reasonably large sample size ($n=360$), and a RMSEA of below 0.10, this indicates that the i-Deals models have acceptable fit indices and reasonable error of approximation; thus this scale is considered acceptable for the sample used in the present study (Chaboyer et al., 2017). The internal reliability coefficient for the present sample was 0.84. Model fit, correlations between the i-Deals domains, and standardised regression weights between items, are shown in Figure 5.7. A summary of psychometric testing results is presented in Table 5.12.

Figure 5.7 CFA – Final Idiosyncratic Deal Scale

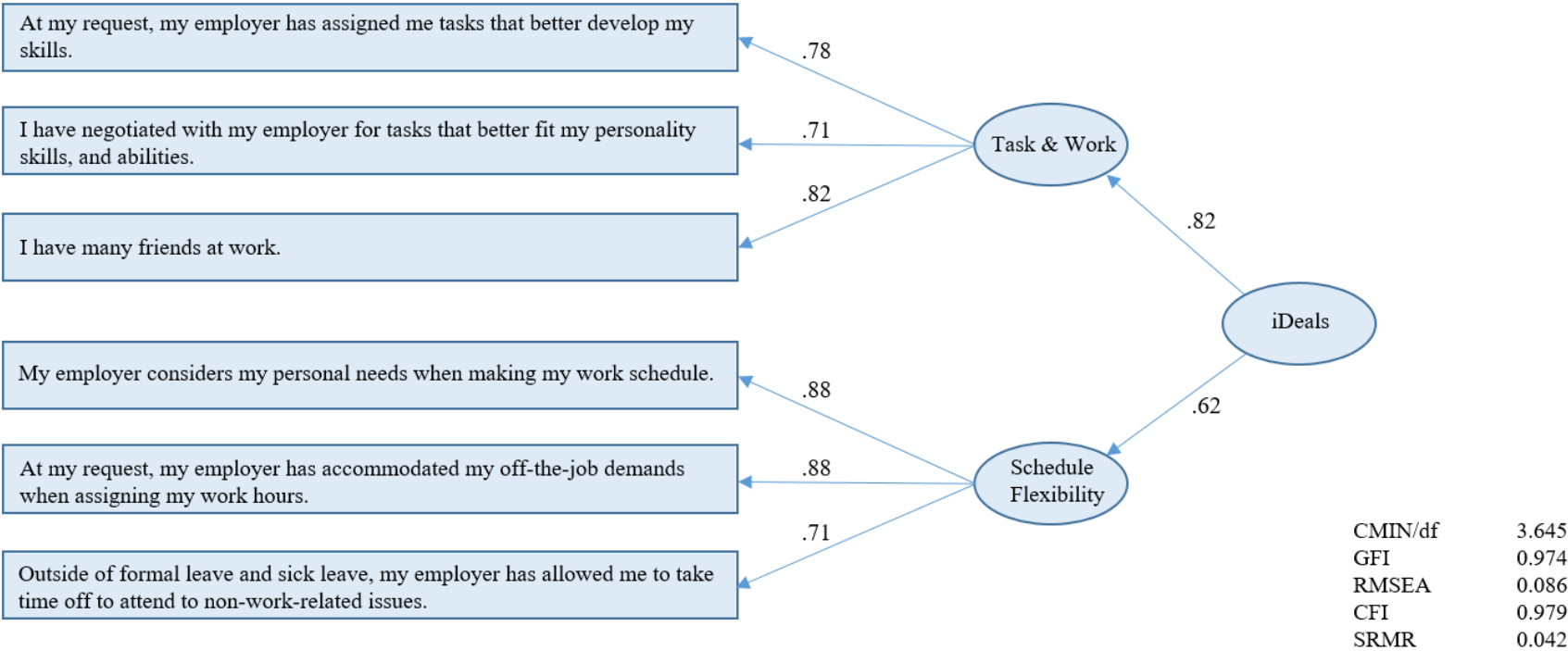


Table 5.12 Summary of Psychometric Testing for i-Deals

Domain	Criteria	Summary of Results	Comments
(n = 360) Idiosyncratic Deal			
Content validity	Expert Review	N/A	Content validity supported
	Underlining theoretical construct		
Item analysis	Inter-item correlations $r < 0.8$	$r = 0.29 - r = 0.78$	Items supported
	Corrected item – total correlations $r \geq 0.3$ to ≤ 0.8	Range: $r = 0.54$ to $r = 0.65$	
	Age bias – Spearman's rho; significant p value	No / Significance found	
	Gender bias - χ^2 ; significant p value	No / Significance found	
Construct validity EFA	KMO > 0.5	KMO = 0.832	Construct validity supported
	Bartlett's test of sphericity	Significant $p < 0.01$	
	> 0.4 factor loadings	0.64 to 0.94	
Construct validity CFA	Normed χ^2 / df ; ratio of less than 5	$\chi^2 / df = 3.645$	Construct validity supported
	CFI > 0.9	CFI = 0.979	
	GFI > 0.9	GFI = 0.974	
	SRMS of < 0.1	SRMR = 0.042	
	RMSEA of < 0.1	RMSEA = 0.086	
Internal consistency reliability	Cronbach's alpha (α) ≥ 0.70	$\alpha = .835$	Internal consistency and initial reliability supported

Note: CFA - Confirmatory factor analysis, KMO - Kaiser-Myer-Olkin, χ^2 - Chi-square, df - degrees of freedom, CFI - Comparative fit index, GFI - Goodness-of-fit index, SRMR - Standardised root mean square residual, RMSEA - Root mean square error of approximation.

5.4 Summary

The survey of hospitality employees in the Australian context produced interesting results. Firstly, using EFA and CFA to verify factor structure for the adaption of Holtom et al.'s (2006) JE short-form scale, the sample indicated two higher-order factor structures (dimensions) with two latent indicators (domains) loading on both organisational embeddedness and community embeddedness dimensions. The domains of *fit* and *sacrifice* showed cross loadings between factors in the EFA and high correlations in the CFA, indicating that respondents in this sample did differentiate between the concepts of *fit* and *sacrifice*. A two-factor model combining the two domains of *fit* and *sacrifice* was then specified in the EFA, and revealed two clear factors with no cross loading; and thus showed that a two-factor structure would be the best fit for this model. The final models with good model fit consist of a 2x2 model with two dimensions of organisational embeddedness and community embeddedness and two domains of *link* and *fit/sacrifice*. The adaptation of the i-Deals scale produced an acceptable model with the removal of two domains.

Average scores from the present sample reveal that employees felt that they were reasonably embedded in their organisations and communities, with the response means of 5.31 and 4.38 out of 7, respectively. In the areas of JS, OC, POS and i-Deals, respondents scored means of 5.73, 4.23, 5.11 and 5.11, respectively, showing that they were also relatively satisfied with their job, showed commitment to their organisations, felt supported by their organisations, and that they felt that employers allowed them to have flexibility in the way they performed their jobs. This pattern of responses in the present sample was expected, as this sample was drawn from a population of employees who were already working in the industry, thus some degree of positive perception of their job is expected, leading to skewness and low variance in data collected. In terms of intention to leave, the average response was 3.01 out of 7, which indicates that employees were not totally strongly embedded in their organisations. This is also expected, as the hospitality industry is a transient industry synonymous with high employee turnover (Barron, 2008). Especially for organisations in highly populated, metropolitan areas, where there might be many hospitality organisations within close proximity of each other, changing jobs in these areas would be less onerous, when relocation might not be required. In the next chapter, relationships are examined between the JE construct and traditional attachment theories; and the results of testing of research hypotheses using multiple regression

and hierarchical regression is presented. Discussions on tests of the hypotheses are also presented.

CHAPTER SIX – TESTS OF HYPOTHESES & DISCUSSION

6.0 Introduction

In this chapter, the results of hypotheses testing are presented, along with discussions of the research questions. The research questions were investigated using bi-variate correlations, multiple regression, hierarchical regression, and moderated regression, to test the relationships between predictor variables and the dependent variable of intent to leave (ITL). The independent variables used in this study were job embeddedness (JE), job satisfaction (JS), organisational commitment (OC), perceived organisational support (POS), and idiosyncratic deals (i-Deals). The study addresses a gap in the literature by investigating the predictive validity of the two primary dimensions of job embeddedness, JE organisation and JE community, for ITL, while controlling for other traditional predictors of turnover (JS, OC and POS).

In order to examine Research Question 1, correlations were examined between ITL and each of the traditional attachment measures and JE dimensions individually. Research Question 2 aimed to investigate whether each of the two dimensions of job embeddedness presented above explain unique variance in ITL, when controlling for the other dimension, which was examined using multiple regression. Research Questions 3 and 4 aimed to investigate the predictive power of traditional attachment measures, JE organisation and JE community, after controlling for demographic variables and each other. Research Questions 3 and 4 were investigated using hierarchical regression. Research Question 5 aimed to investigate if there was a moderating effect of income earning status on the relationship between JE organisation and ITL as well as if there was a moderating effect of i-Deals, using moderated multiple regression.

The variables, JE organisation, JE community, JS, OC, and POS, were all negatively skewed in the present data: that is, the majority of respondents indicated relatively high levels of JS, POS and OC; and this is to be expected among employees who are currently employed in an organisation by choice and who have chosen, at least for the time being, not to move elsewhere. Square root and log transformation of independent variables were performed, but did not improve the outcome of hypotheses test results; thus, untransformed variables were used in the following analysis. Regression assumptions were checked and met (linearity, multicollinearity and homoscedasticity). However, two multivariate outliers were removed, as

they had undue influence on findings and appeared not to be representative of the present population.

The present study is unique in that it tests the predictive validity of the relatively new organisational attachment construct of job embeddedness, while controlling for the impact of traditional attachment measures, on ITL. Furthermore, there have been no studies thus far that have examined the influence of these variables together within the Australian hospitality context.

6.1 Research Question 1

Research question 1: Are job embeddedness (organisation), job embeddedness (community), job satisfaction, organisational commitment, perceived organisational support, and idiosyncratic deals, negatively associated with intention to leave?

H₁: Higher job satisfaction will be associated with lower intent to leave.

H₂: Higher organisational commitment will be associated with lower intent to leave.

H₃: Higher perceived organisational support will be associated with lower intent to leave.

H₄: Higher idiosyncratic deals will be associated with lower intent to leave.

H₅: Higher organisation embeddedness will be associated with lower intent to leave.

H₆: Higher community embeddedness will be associated with lower intent to leave.

6.1.1 Results – Research Question 1

As shown in Table 5.1, predicted correlations among variables were supported. Consistent with H₁, H₂, H₃ and H₄, strong negative associations were observed between ITL and JS, OC, POS and i-Deals, respectively. This indicates that higher JS, OC, POS and i-Deals were associated with lower ITL. H₅ and H₆ were also supported, with a strong negative association between JE organisation and ITL; as well as a small negative association being found between JE community and ITL, indicating that greater JE community or greater JE organisation were both associated with lower ITL. Significant small to large positive associations were noted between all other variables.

Table 6.1 Scale Means, SDs, Correlations & Reliability

Scales	Mean	SD	Correlations						
			1	2	3	4	5	6	7
1. Intent to Leave	9.03	4.86	(.89)						
2. Job Embeddedness Organisation	79.04	13.87	-0.62	(.89)					
3. Job Embeddedness Community	38.36	8.45	-0.22	0.40	(.82)				
4. Job Satisfaction	17.17	3.70	-0.75	0.74	0.25	(.89)			
5. Organisational Commitment	63.39	13.74	-0.62	0.65	0.32	0.55	(.82)		
6. Perceived Organisational Support	40.86	8.77	-0.70	0.71	0.26	0.76	0.57	(.90)	
7. Idiosyncratic Deals	30.78	6.68	-0.50	0.58	0.19	0.56	0.42	0.69	(.84)

All correlations are significant at the 0.01 level (2-tailed), $n=360$; Cronbach's alpha estimates are italicized on the diagonal.

6.1.2 Discussion – Research Question 1

To address Research Question 1, results indicate that Hypotheses 1 to 6 are all supported, showing that higher JS, OC, POS, i-Deals, JE organisation, and JE community, were associated with lower ITL. This finding is consistent with prior research (Fletcher III, 2005; Holtom, Mitchell, Lee, et al., 2006; Karatepe, 2012), because if an employee is embedded, satisfied, committed, and receiving support in their organisation, and perceives that they have some freedom to customise their job, they will be less likely to leave the organisation or engage in job search behaviour.

It should be noted that JE organisation had moderate to large positive correlations with JS (0.74), OC (0.65) and POS (0.71); while JE community had small positive correlations with these variables. This suggests that the two sub-scales do cover distinctly different domains and should be treated as independent dimensions, as originally intended (Mitchell, Holtom, Lee, et al., 2001). The moderate to large correlations between JE organisation and the employment-based scales also highlight the potential problems with multicollinearity for the JE organisation scale and the JS, OC and POS scales, consistent with results from other studies (Clinton et al., 2012; Fletcher III, 2005; Robinson et al., 2014; Zhang et al., 2012).

These large correlations are consistent with prior research from a variety of industries, some examples including: banking, healthcare, retail outlets, hospitality, insurance agents, and

the military (D. G. Allen et al., 2003; Felps et al., 2009; Ghiselli et al., 2001; Gunlu et al., 2010; Hellman, 1997; Karatepe, 2012; K. Kim & Jogaratnam, 2010; G. Lee, Magnini, & Kim, 2011); which all found that higher satisfaction, higher commitment, and higher perceived organisational support, were associated with lower ITL. Results from the present study showing that greater JE community or greater JE organisation are both associated with lower ITL are also consistent with findings from Dawley and Andrews (2012) and Mitchell, Holtom, Lee, et al. (2001).

6.2 Research Question 2

Research Question 2: Do the JE organisation and JE community variables (the two dimensions of job embeddedness) explain unique variance in intention to leave not accounted for by each other?

H₇: Organisation embeddedness predicts unique variance in intention to leave, not accounted for by community embeddedness.

H₈: Community embeddedness predicts unique variance in intention to leave, not accounted for by organisation embeddedness.

6.2.1 Results – Research Question 2

This research question is essentially a further test of the validity of the two-dimensional structure of JE. The JE construct was conceived as two dimensional, i.e. JE organisation and JE community; however, some researchers have treated these as a unidimensional, aggregated construct (Felps et al., 2009; Holtom & Inderrieden, 2006; Mitchell, Holtom, Lee, et al., 2001). Multiple regression analysis showed that the JE organisation and JE community dimensions together contributed significantly to explaining ITL ($F(2, 357) = 111.98, p < .05$), with 38.6% of the variance in ITL accounted for by these two variables. Consistent with H₇, JE organisation uniquely accounted for 33.8% of variance, ($p < .001$). This was a significant negative relationship, with higher JE organisation associated with lower ITL (see Table 6.2). Therefore, H₇ was supported, with employees who had higher JE organisation showing lower ITL. However, H₈ was not supported: JE community did not significantly predict unique variance in ITL ($p = .458$) when controlling for JE organisation in this sample.

Table 6.2 Multiple Regression Coefficient (n=360)

Multiple Regression Coefficients			
Variables	β	p	R^2
Multiple Regression			0.39
JE Org	-0.63*	<.001	
JE Com	0.03	.458	

* $p < 0.01$

6.2.2 Discussion - Research Question 2

The second research question aimed to test whether the two JE dimensions (organisation and community) predict unique variance in ITL after accounting for each other. The author is not aware of any other studies that have directly examined the unique predictive abilities of JE community and JE organisation dimensions separately. In the present sample, the results show that JE organisation and JE community together contributed significantly to explaining ITL, with 38.6% of the variance in the dependent variable accounted for. However, JE organisation uniquely accounted for 33.8% of variance, while community embeddedness in the present sample did not predict unique variance in ITL when organisation embeddedness was accounted for. Therefore, Hypothesis 7 was supported, with employees who reported higher JE organisation showing lower ITL. Hypothesis 8 was not supported, as JE community did not significantly predict ITL when controlling for JE organisation in this sample.

The significant findings for organisational embeddedness were expected, as results from Research Question 1 confirmed moderate to large correlations between JE organisation and ITL (see Table 6.1). However, the non-significant finding for community embeddedness in the present study was unexpected: a number of respondents in the qualitative interview phase of the research indicated that they would be reluctant to leave their jobs because that would entail some community sacrifice, and on that basis it was expected that there would be a negative relationship between JE community and ITL. 84% of interviewees described strong community links as a reason for staying with the employer (see Chapter Four), a sample response being the following: *“The kids are happy; this is home at the moment, I won’t move until the kids leave home.”* (Female, 40+, Front-Line employee, 17 years tenure). However, results from the present study have not supported this, as results indicate a non-significant finding for community embeddedness in this sample. An explanation could be that the samples from the qualitative interview phase are somewhat different to the population surveyed in the main study, as interview participants were drawn from employees with tenure of more than 10

years, compared with the survey, which was open to all employees within the organisation. Furthermore, this finding could also be explained by the interview environment unintentionally creating a perception that a change of job would mean relocation into a different community, while respondents to the online survey appeared to have come to a different interpretation.

The findings of the present study are consistent with a number of other studies which found JE organisation to be a better predictor of ITL than was JE community (D. G. Allen, 2006; Kiazad et al., 2015; Tanova & Holtom, 2008). Although those studies did not examine the unique variance predicted by JE organisation and JE community dimensions separately, they examined the relationship between each JE dimension with ITL without controlling for the other. Dawley and Andrews (2012) found, in a sample of government agency workers (n=1,189) and hospital nurses (n=346), that JE organisation had a stronger association with ITL than did JE community. However, these authors found that JE community is a moderator of the relationship between JE organisation and ITL. Dawley and Andrews (2012) also found that organisations that devise strategies to increase community embeddedness of their employees can help lower employee's intention to leave the organisation. For example, sponsoring an employee's or their children's sports team or providing a paid day-off to perform community services or volunteer for charity. In contrast to the present findings and those in Dawley and Andrews (2012), the opposite pattern was reported by Thomas W. Lee et al. (2004) in their study of employees from a large international financial institution in the USA. Thomas W. Lee et al. (2004) found that JE community significantly predicted voluntary turnover, whereas JE organisation was non-significant. Furthermore, Fletcher III (2005) looked at the effect of JE on voluntary turnover among military personnel in a US Air Force maintenance organisation (n=220). The results indicated that a composite unidimensional measure of JE remained a significant predictor of ITL even when other common predictor variables were controlled for (such as JS, OC, job alternatives, and job search). However, consistent with Fletcher III (2005) and counter to the present results, when JE dimensions were examined as separate predictors of ITL, only JE community remained a significant predictor, whilst JE organisation was non-significant.

In another study, Robinson et al. (2014) tested all six domains of a disaggregated JE model (OrgLink, OrgFit, OrgSac, ComLink, ComFit, and ComSac) as predictors of ITL. They found that *organisation fit* and *links*, and *community fit* and *sacrifice*, were not significant predictors of ITL, and that significant negative associations were only found in *organisational*

sacrifice, while *community links* shared a significant positive relationship with ITL. These authors suggest that the six-domain structure might not be as robust for the hospitality industry as compared to studies from other industries (Holtom, Mitchell, Lee, et al., 2006; Holtom & O'Neill, 2004; Mitchell, Holtom, Lee, et al., 2001). This is also consistent with the results of the CFA described in Chapter Five of the present study, which failed to find support for the six-domain structure in this sample. Robinson et al. (2014) attribute the positive association between *community links* and ITL to generational differences in perceptions of the term “community”, for their relatively young respondents (57% under 28 years of age). Solnet and Hood (2008) found that Generation Y (Gen Y), those born between 1979 and 1994, have work-related characteristics and attitudes radically different to those of previous generations. Gen Ys are also found to be living with their parents for longer, suggesting that their sense of *community links* and *sacrifice* may include family support and simply moving out of “home”, respectively (Robinson et al., 2014). In contrast, the age distributions in the present study were weighted towards the more mature age group, with 54.5% of respondents aged between 26 and 45 years of age, meaning that they are less likely to rely on parental support themselves and are more likely to interpret community links and community sacrifice as external to the close family.

Geographic location and industry structure may explain some of the differences in results obtained in the present study compared to previous studies that found JE community to be a significant predictor of ITL. Many of the participating hotels in the present study are located in metropolitan areas and premium tourism destinations across Australia. These locations are usually populated with many four- and five-star hotel organisations within a small geographic location. This eliminates the need for relocation when an employee leaves one employer for another. As such, this may reduce the impact of the JE community dimension, because in this instance, where relocation is not necessary, there is likely to be minimal disturbance to *community fit* and *community links*, and minimal impact on *community sacrifice* (Kiazad et al., 2015; Mitchell, Holtom, Lee, et al., 2001).

6.3 Research Question 3 & Research Question 4

Research Question 3: Are job satisfaction, organisation commitment and perceived organisational support still effective predictors of intention to leave after controlling for demographic variables such as age, gender, income status and tenure?

H₉: Job satisfaction uniquely predicts intent to leave when age, gender, income status and tenure are accounted for.

H₁₀: Organisational commitment uniquely predicts intent to leave when age, gender, income status and tenure are accounted for.

H₁₁: Perceived organisational support uniquely predicts intent to leave when age, gender, income status and tenure are accounted for.

Research Question 4: Are job embeddedness (organisation) and job embeddedness (community) still effective predictors of intention to leave after controlling for job satisfaction, organisation commitment, perceived organisational support, as well as demographic variables such as age, gender, income status and tenure?

H₁₂: Organisation embeddedness uniquely predicts intent to leave when job satisfaction, organisation commitment, perceived organisational support, as well as demographic variables such as age, gender, income status and tenure, are accounted for.

H₁₃: Community embeddedness uniquely predicts intent to leave when job satisfaction, organisation commitment, perceived organisational support, as well as demographic variables such as age, gender, income status and tenure, are accounted for.

6.3.1 Results - Research Question 3

Predictors of ITL were examined using hierarchical regression analysis. Groups of variables were added in a specified theoretical order, and were not inserted using statistical or stepwise criteria that allow software algorithms to select predictors without theoretical support. In the first step, demographic predictors of age, gender, income status, and tenure were used. In the second step, traditional attachment measures such as job satisfaction, organisation commitment, and perceived organisational support, were added after controlling for demographic variables.

Step 1 of Table 6.3 shows that demographic variables such as age, gender, income status and tenure did not significantly predict ITL $R^2 = 0.02$, $F(4, 355) = 1.92$, $p = .107$. In Step 2 (see Table 6.3), traditional measures of employment attachment, specifically JS, OC, and POS, were added to the model. The addition of these variables significantly improved predictions of ITL

$F_{change}(3, 352) = 207.03, p < .001$, with an additional 62.5% of variance explained. Consistent with H₉, JS significantly explained 8.24% of ITL variance when other variables were accounted for. This relationship was negative, with higher JS associated with lower ITL. Consistent with H₁₀, OC significantly explained 3.65% of ITL variance when other variables were accounted for. This relationship was negative, with higher OC associated with lower ITL. Consistent with H₁₁, POS significantly explained 1.8% of ITL variance when other variables were accounted for. This relationship was also negative, with higher POS associated with lower ITL.

6.3.2 Results - Research Question 4

In the third step, JE organisation and JE community were examined for effectiveness in prediction of ITL after controlling for the traditional attachment measures and demographics variables added in the first two steps of the analysis (see Table 6.3). The addition of these JE dimensions did not significantly improve predictions of ITL $F_{change}(2,350) = 2.10, p = .124$, and only explained 0.4% of variance in ITL. Neither JE organisation nor JE community were significant predictors of ITL when other variables were accounted for. However, JS ($p < .001$), OC ($p < .001$) and POS ($p < .001$) continued to significantly predict ITL when other variables were accounted for. Specifically, higher JS, OC and POS were each associated with lower ITL. The final model significantly predicted 65.0% of ITL variance $F(9, 350) = 72.263, p < .001$.

6.3.3 Discussion - Research Question 3 & Research Question 4

The findings provide a novel contribution to the job embeddedness literature, as unique predictive powers of JE organisation and JE community have not been examined previously while controlling for traditional attachment measures, namely JS, OC and POS. Results from Research Question 1 showed significant correlations and associations between all variables in this study. Research Question 2 showed that JE organisation remained significant when controlling for JE community. In Research Questions 3 and 4, hierarchical regression was used to find out whether JE organisation and JE community predict ITL over and above demographic variables and traditional attachment measures. Changes in R^2 values were evaluated in each step of the hierarchical regression to determine the amount of incremental variance accounted for by the independent variables (see Table 6.3).

Table 6.3 Hierarchical Regression Results ($n=360$)

Hierarchical Regression Coefficients				
Step	Variable	β	R^2	R^2 Change
1	First regression (demographics)		0.021	
	Age	-0.432		
	Gender	-0.475		
	Main income earner	-0.299		
	Tenure	-0.032		
2	Second regression (traditional attachment measures)		0.646	0.625
	Age	-0.255		
	Gender	-0.510		
	Main income earner	-0.108		
	Tenure	0.033		
	Job satisfaction	-0.597*		
	Organisational commitment	-0.085*		
	Perceived organisational support	-0.119*		
3	Third regression (job embeddedness dimensions)		0.650	0.004
	Age	-0.203		
	Gender	-0.427		
	Main income earner	-0.107		
	Tenure	0.019		
	Job satisfaction	-0.633*		
	Organisational commitment	-0.097*		
	Perceived organisational support	-0.132*		
	Job embeddedness organisation	0.052		
	Job embeddedness community	0.003		

* $p < 0.01$

Consistent with prior research (D. G. Allen et al., 2003; Hellman, 1997; W. G. Kim et al., 2005), Hypotheses 9 to 11 were all supported, indicating that each of JS, OC & POS variables predicted unique variance in ITL when accounting for age, gender, income status, and tenure. This result was expected, as these widely used traditional attachment scales (JS, OC and POS) have been validated over many years in various environments, and have repeatedly been shown to predict variance in ITL. However, in step 3 of the hierarchical regression analysis, the results from the present sample indicated that JE organisation and JE community variables did not predict unique variance in ITL, after accounting for demographic variables (income earning status, gender, age and tenure) and traditional attachment measures (JS, OC and POS). This was inconsistent with similar studies that found JE dimensions explaining significant unique variance in ITL over and above that identified by traditional attachment variables such as JS, OC, job alternatives, and job search (Dawley & Andrews, 2012; Holtom & O'Neill, 2004; Mitchell, Holtom, Lee, et al., 2001; Tanova & Holtom, 2008). Results from the present study indicate moderate correlation between the JE organisation and

JE community dimensions and moderate to large correlation between JE organisation and JS, OC and POS. This may indicate a theoretical overlap between JE organisation and JS, OC and POS, and could be affecting the unique variance attributable to each measure in the regression model.

The results from the present study also differ from those found by Fletcher III (2005), who found that JE community was a significant predictor of job search behaviours among US Air Force engineering personnel while JE organisation was not significant. This might be explained by the occupation of the population in the study: US Air Force engineers are highly trained and specialised. For them to change employer would mean moving to a new city and cutting ties with the community in the 'mid-western' location that they were working in. Thus, the extent to which an engineer, and their family, were embedded in the local community was non-trivial, and JE community was a significant predictor of job search behaviours. Results from the present study show that having many employment choices suited to an employee's skills and talents within a close geographical location reveals that community embeddedness may be a less significant predictor of ITL for hospitality employees (Fletcher III, 2005).

6.4 Research Question 5

Research Question 5: Do income earning status and perceived idiosyncratic deals moderate the relationship between JE organisation and intention to leave?

Income Earning Status

H₁₄: Income earner status will be a significant moderator for the negative relationship between JE Org and ITL. Specifically, the relationship between JE and ITL will be stronger in those of main or equal income earner status compared to individuals who are not main income earners.

Idiosyncratic Deals

H₁₅: Perceived i-Deals will be a significant moderator for the negative relationship between JE Org and ITL. Specifically, the relationship between JE and ITL will be stronger in employees with higher perceived i-Deals compared to individuals who have lower perceived i-Deals.

6.4.1 Results – Research Question 5

Income status was collected in the survey instrument as three categories: 1) not main income earner; 2) approximately equal income earner; and 3) main income earner. Moderation was conducted using PROCESS macro for SPSS v2.16. When entered into a moderated regression, the combination of JE organisation, main income status, equal income status, and their interactions, significantly predicted ITL, with 39.7% of variance in ITL explained ($F(5, 354) = 46.67, p < .001$). However, as shown in Table 6.4, of these variables, only JE organisation was a significant predictor of ITL. As the interaction of JE organisation and equal/main income status was not significant, this indicates that there was no moderation effect. Therefore, regardless of income status, the significant negative relationship between JE organisation and ITL remained, H_{14} is not supported.

Table 6.4 Moderated Multiple Regression Results (JE*Income Status)

Moderation Model - JE & Income Status					
	B (Coefficient)	P	CI (lower)	CI (higher)	R²-change (Interactions)
Intercept	26.26	.000	23.86	28.66	.0041
JE Organisation	-0.22	.000	-0.25	-0.19	
Income Status (equal earner)	3.15	.079	-0.37	6.67	
Income Status (main earner)	-0.31	.842	-3.36	2.74	
R ² -change (Interactions)		.3035			
Interaction (JE*Equal Income)	0.03	.161	-0.08	0.01	
Interaction (JE*Main Income)	0.00	.966	-0.04	0.04	

A measure of idiosyncratic deals (i-Deals), the extent to which people feel they have the ability or freedom to customise their job, was incorporated into the survey instrument of the present study, because themes identified in the interviews indicated that the freedom to customise the job was considered a form of sacrifice if an employee leaves their job. This research question aimed to investigate the relationship between i-Deals and JE.

When entered into a moderated regression, the combination of JE organisation, i-Deals, and their interaction significantly predicted ITL, with 42.1% of variance in ITL explained ($F(3, 356) = 86.10, p < .001$). As shown in Table 6.5, JE organisation was a significant predictor of ITL. i-Deals was also a significant independent predictor of ITL. However, as the interaction

between these variables was not significant, this indicates that there was no moderation effect. Therefore, regardless of the i-Deals score, a significant negative relationship between JE organisation and ITL was present, H₁₅ is not supported. However, the moderation effect was marginal to the cut-off, indicating there may be a trend, and future research may find significance with a different sample.

Table 6.5 Moderated Multiple Regression Results (JE*i-Deals)

Moderation Model - JE & i-Deals					
	B (Coefficient)	P	CI (lower)	CI (higher)	R²-change (Interactions)
Intercept	34.47	.000	26.59	42.35	
JE Organisation	-0.27	.000	-0.38	-0.16	
i-Deals	-0.40	.005	-0.38	-0.16	
R ² -change (Interactions)		.074			.01
Interaction (JE*i-Deals)	<0.01	.074	<-0.01	0.01	

6.4.2 Discussion – Research Question 5

In the present study, two variables, i-Deals and income status, were tested to see whether they moderated the relationship between JE organisation and ITL. Hypothesis 14 posited that a significant relationship between JE Org and ITL would only be present in individuals with main or equal income earner status. For these individuals, greater JE Org was expected to be associated with lower ITL. Results indicate that income earning status does not have a moderating effect on the relationship between JE organisation and ITL; therefore, Hypothesis 14 was not supported. This is the first examination of income earning status as a moderator between JE organisation and ITL to-date and is an interesting finding as it would be expected that belonging to different income status groups would result in differing relationships between JE organisation and ITL. As discussed earlier with regard to income earning status, this is also inconsistent with one of the themes that emerged in Study 1, where interviewees who were not the main income earner indicated that community factors relating to the family (e.g. schools, sports clubs, partner's work) were more important than job-related factors. One interviewee commented:

“I am not the main bread-winner, for me it is just about the family...” (Female, 40+, Front Line Employee, 17 years tenure).

However, based on these results for the present sample, income earning status was not a moderator of the effects of JE organisation on ITL. This discrepancy between the qualitative data gained from interviews and the information gained from the online survey is a point of interest, and may be a topic to explore in further detail in future research.

Hypothesis 15 proposed that a change in perceived ability to customise the job would change the relationship between JE organisation and ITL. For these individuals, greater JE Org was expected to be associated with lower ITL. Hypothesis 15 aimed to address the call, by Rosen et al. (2013), for research to examine the complex relationships that exist between i-Deals and behavioural (e.g. intent to leave) and exchange relationship constructs (e.g. organisational commitment). Results show that there was no moderation effect, as the interaction between these variables was not significant. Therefore, Hypothesis 15 was not supported. In the present sample, regardless of i-Deals score, a negative relationship existed between JE organisation and ITL. To this author's knowledge, this is the first examination of the moderation effect of perceived i-Deals on the relationship between JE organisation and ITL to date. Consistent with results from the present study, Fletcher III (2005) conducted similar tests of moderation using variables for tenure, education level, pay, and organisation rank. (Fletcher III) found that none of these variables significantly moderated the effects of JE organisation and JE community with respect to ITL in the military context. Although the finding for the present study was not significant, it is important to note that the moderation effect of i-Deals was marginal (0.07) to the cut-off criterion (0.05). Future research may find significance with different samples. This also provides impetus for further research into other variables that might moderate the effect between JE organisation and ITL. The results from Study 2 provide novel findings to help address gaps in the literature. The practical implications of these findings, limitations of the study, and future research, are discussed in Chapter Seven.

CHAPTER SEVEN - CONCLUSION

7.0 Summary of the Study

This study focused on employee retention, and used the job embeddedness (JE) model as an alternative approach to the staff turnover problem in the hospitality industry. Given the growing body of evidence that supports the validity of the JE model, there is a need for more research that investigates the effectiveness of various human resource strategies in increasing embeddedness among employees. The hospitality industry is labour-intensive, experiences high staff turnover rates, and was an appropriate context in which to investigate the job embeddedness model. Data were collected over a one-month period using a mixed methods approach. Qualitative data was collected in Study 1 using semi-structured in-depth interviews of employees in four- and five-star hotels on the Gold Coast, Australia ($n=25$). Study 2 used an online survey instrument to collect quantitative data from employees in participating four- and five-star hospitality organisations across Australia over a three-month period ($n=360$). A summary of the major contributions and implications of Study 1 and Study 2 are outlined in the following sections.

Study 1 aimed to record the type of language participants used to describe their reasons for employment stability, match that to the dimensions of the job embeddedness model, and to identify any motivational factors that are not already identified in the JE model or are unique to the hospitality context. The language used by participants, in this stage of the research, to describe their motives for remaining with a particular employer was broadly consistent with the dimensions of the JE model; and this provides further support of the validity of this model in the hospitality industry context. Key themes identified in Study 1 are presented and discussed in Chapter Four.

Study 2 used themes identified in the literature review, supplemented by the findings of Study 1, to develop a survey instrument to further investigate the relationship between employees' embeddedness and intention to leave (ITL) across nine four- and five-star hotel organisations in Australia. The overarching research question that framed Study 2 was:

“Can organisation embeddedness and community embeddedness measures contribute to understanding of factors that lead to intent to leave, over and above traditional

employee attachment measures, namely, job satisfaction, organisational commitment, and perceived organisational support?”

A composite scale of job embeddedness was adopted, with the aim of testing the dimensions of the JE scale as predictors of intention to leave the organisation, while controlling for traditional attachment measures of job satisfaction (JS), organisational commitment (OC), and perceived organisational support (POS). This empirical study involved three phases: firstly, the development of a survey instrument to collect data from a hospitality workforce; secondly, development and psychometric testing of the scales, using exploratory factor analysis (EFA) to explore factor structure, and confirmatory factor analysis (CFA) to verify factor structure; and thirdly, using multiple regression and hierarchical regression to examine the relationship between the JE construct and intention to leave, and the relationship between JE and traditional predictors of attachment. To answer the overarching research question, five subsidiary research questions were identified. The specific hypotheses related to each research question were tested, and the results discussed in Chapter Six.

7.1 Managerial Implications

Whilst it is important to examine employee retention from an academic perspective, it is essential to consider managerial implications from an industry perspective. Industry members were consulted to seek areas of interest from a practitioner's viewpoint. These hotel executives came from diverse backgrounds, including general managers of hotel properties, human resource managers, and representatives of industry associations. The research aims of the present study were developed in consultation with industry members, who revealed that, although regular internal staff satisfaction surveys were conducted, managers were still interested in: 1) understanding factors that motivate employees to remain in an organisation; and 2) identifying strategies to help human resource (HR) departments to retain employees. Retention of experienced employees can reduce tangible and intangible costs (Davidson et al., 2010), and successful service organisations must devise strategies to retain talent (Barron, 2008; Baum, 2008; Deery, 2008). In particular for quality hospitality organisations, such as those that seek to build relationships with regular customers, long-standing employees can make a vital contribution. Although JE did not predict additional variance in the present sample after controlling for demographic and traditional attachment measures, the results did, however, indicate that the JE dimensions together contributed significantly to explaining ITL, with 38.6% of the variance in ITL accounted for by these two variables. Understanding the two

dimensions of JE can help employers to develop strategies to retain experienced employees and manage voluntary employee turnover.

Organisational *fit* reflects employees' perceived compatibility with their organisations and their job. Organisational *fit* is enhanced in the first instance by selection processes and skills training that ensure new recruits have the capacity and skills to feel confident in the job. Ongoing development may be enhanced through cross-training, coaching or mentoring that helps experienced employees assume leadership roles within the organisation. Regular performance appraisal reviews can help HR managers to provide valuable feedback on employee performances and provide an opportunity for employees to voice their career goals and set career plans (Karatepe, 2013). Interviewee responses in Study 1 from long-serving employees described how the firm's willingness to provide flexible work schedules, such as those that accommodate family or other needs, created feelings of loyalty toward the organisation.

Organisational *links* include the formal and informal connections that exist between co-workers within the organisation. Strategies that are commonly used by leading hospitality firms that strengthen organisational *links* include team building activities that recognise individual and team achievements, involving employees in planning and management decisions, and providing support for staff social clubs (Holtom, Mitchell, & Lee, 2006).

Organisational sacrifice reflects the perceived psychological or material costs if employees sever employment with their organisation. Efforts to enhance the organisational *sacrifice* dimension are observed in large hospitality firms, which commonly provide benefits such as meals, uniforms and laundry, and staff discounts on restaurants and hotel rooms. Some employers link the value of these benefits with tenure, for example increasing contributions to superannuation retirement accounts at tenure milestones, ensuring that potential sacrifices increase the longer a staff member has been with the organisation.

While management strategies that relate to on-the-job dimensions of embeddedness are common practice, only rarely, and often only for very senior management positions, is any planned attempt made to influence off-the-job dimensions (Feldman et al., 2012). Strategies that might be adopted by firms to strengthen employee *links* in the community include sponsoring local junior sports teams or community organisations (e.g. Lions Clubs) that

employees or their families are involved with, and providing flexible work schedules that enable staff to engage in community service activities such as coaching junior sport teams or charity work. Multi-national hospitality firms frequently relocate middle and senior managers, and try to enhance community *fit* through assistance with accommodation, finding schools, and introductions to an ex-patriot community. The longer employees are based in a particular community, the greater will be the *links* and *fit* to that community and the greater the *sacrifice* if they are required to leave. This might give rise to a number of different strategies depending on the labour market and the level of position being filled: for example, paying for boarding school fees for older children when relocating senior executives, and providing generous return home allowances.

Firms might leverage the community embeddedness dimension among operational staff by recruiting from the local community so that these employees are already highly embedded and are less likely to leave the organisation. This strategy might be most effective in remote locations, which traditionally experience very high staff turnover. On the other hand, multi-national organisations seeking to transfer senior managers to a new location need to recognise the community sacrifice that these employees are being asked to make, and provide appropriate incentives and compensation. Organisations need to tailor strategies to fit the organisation's needs to strengthen employees' embeddedness in their organisations (Afsar & Badir, 2016).

Another employee retention strategy is the use of job flexibility to elicit a sense of obligation to the organisation among high-valued employees' (Rosen et al., 2013). Customising work task and schedule flexibilities can increase employees' job satisfaction and organisational commitment, and reduce intention to leave the organisation. Implementation of flexible job design within strict guidelines will ensure employees are clear about the terms and conditions of which flexible work conditions are offered. The concept of i-Deals is a relatively new research focus and further research into the circumstances in which flexible work conditions are effective incentives, including better understanding of the psychological process relating to the theory of reciprocity would be valuable from both academic and practitioners' perspectives (Ng & Feldman, 2015).

Solnet and Hood (2008) found that Gen Y employees, those born between 1979 and 1994, have work-related characteristics and attitudes radically different to those of previous

generations. This also suggests the importance for organisations to be aware that it might be necessary to develop generation-specific retention strategies (Naim & Lenkla, 2016).

7.2 Contributions to Theory

Analyses of data collected from Study 2 provide qualified support for the JE construct, and contribute to the understanding of this relatively new model. The results of Study 2 indicate that the JE organisation and JE community dimensions are distinct constructs which measure the inertia of forces that makes people stay with their organisations. In contrast to the original proposed JE model, which consisted of a two-by-three matrix (2 dimensions x 3 domains), CFA of the data collected in the present study indicate a two-by-two matrix structure consisting of two dimensions (organisation and community), and the domain of *links*, and a combination of the *fit and sacrifice* domains. The internal reliability coefficients for the present sample were .89 for the organisation dimension and .82 for the community dimension. A number of authors have found multicollinearity issues with the original two-by-three matrix (Crossley et al., 2007; Robinson et al., 2014; Zhang et al., 2012). Based on the CFA of the data in the present study, an alternative two-by-two matrix structure is proposed; and this would benefit from further investigation.

The JE construct was conceived by Mitchell, Holtom, Lee, et al. (2001) as two dimensional, i.e. JE organisation and JE community; however, some researchers have treated JE as a unidimensional, aggregated construct (Felps et al., 2009; Holtom & Inderrieden, 2006; Mitchell, Holtom, Lee, et al., 2001). Although the results of the present study indicate that the JE organisation dimension has overlapping content with traditional employee attachment measures, the JE community dimension appears to cover many off-the-job factors that influence an employee's decision to remain in their jobs. Using CFA to test structural validity, this study makes a contribution to the existing literature supporting JE community dimension as a distinct construct to JE organisation.

This study makes further contribution to the employee retention literature by validating the JE construct testing an adapted version of the JE short-form (Holtom, Mitchell, Lee, et al., 2006). Consistent with previous research examining the construct validity of JE (D. G. Allen et al., 2003; Bergiel et al., 2009; Hellman, 1997; W. G. Kim et al., 2005; Rosen et al., 2013), the variables, JS, OC, POS, i-Deals, JE organisation and JE community, were all found to be negatively associated with ITL (Research Question 1). However, when examining JE

organisation and JE community independently for their ability to predict unique variance in ITL, after accounting for each other, only JE organisation was found to predict unique variance in the dependent variable (Research Question 2). The explanation for this result was that the sample in this study was taken from employees working in urban areas, where a change of employer did not necessarily mean relocation. This is a contribution to existing JE research, as the findings emphasise the importance of recognising that community sacrifice may affect employees differently in urban or rural locations.

In the present sample, results show that JE organisation and JE community were found to be non-significant predictors of ITL after controlling for demographic variables and traditional attachment measures (Research Questions 3 and 4). This contributes to existing JE research as this study provides the first examination and comparison of the JE construct with traditional attachment measures, specifically, JS, OC, and POS, and of the association of the JE construct with ITL.

Income earning status and perceived i-Deals were tested to examine whether these variables had a moderating effect on the relationship between JE organisation and ITL (Research Question 5). This study contributes to the existing literature as this is the first examination to date, to the author's knowledge, of income earning status and perceived i-Deals as moderators between JE organisation and ITL. For income status, it would be expected that the relationship between JE and ITL will be stronger in those of main or equal income earner status compared to individuals who are not main income earners. However, results from the sample show that income earning status did not moderate the relationship between JE organisation and ITL.

This research also set out to address the call by Rosen et al. (2013) for examination of the complex relationships that exist between i-Deals and behavioural (e.g. intent to leave) and exchange relationship constructs (e.g. organisational commitment). It was expected that the relationship between JE and ITL would be stronger in employees with higher perceived i-Deals compared to individuals who have lower perceived i-Deals. Results from the present sample found that perceived i-Deals did not moderate the relationship between JE organisation and ITL; however, the perceived i-Deals results were very close to being statistically significant (.074), indicating that increasing the statistical power of the test through an increase in sample size could potentially result in a significant finding.

7.3 Limitations & Future Research

Limitations are weaknesses within a study that are beyond the control of the researcher (Mauch & Park, 2003). The results of this research suggest a number of possible directions for future research; however, the present study was also constrained by several limitations. Limitations and future research for both Study 1 and Study 2 are discussed in the following sections.

7.3.1 Study 1

Limited sample size and selection bias are problematic features of many qualitative studies, and Study 1 was no exception. Participants were drawn only from international hotels in one regional tourism market, the Gold Coast region in Australia, and it could be argued that this is not representative of the broader range of hospitality employers or of tourism markets in general. However, quality hotels that are part of international chains have the mechanisms in place to identify and communicate with long-serving staff and were expected to have at least some of the strategic human resource management practices in place that influence retention and might be recognised by employees.

Given that this is a reasonably small sample for such an extensive worldwide industry, research with a larger scope into four- and five-star hotels in other capital cities in Australia should be considered, to further extend and validate findings from Study 1. Employees from different parts of Australia may feel differently about the factors that motivate them to stay in their organisation: a larger study with representation from both urban and rural locations would benefit in-depth understanding of what makes people stay.

7.3.2 Study 2

Firstly, sampling and generalisability limitations are acknowledged. This study was limited to hotel organisations in Australia, and the sample size was reasonably small ($n=360$); however, the analysis showed adequate statistical power for most tests. Furthermore, results from the present study found that JE community was not a significant predictor of ITL, and this could be attributed to that fact that the participating hotel organisations are mostly located in urban areas, where changing jobs for employees may not necessarily require relocation, reducing the influence of *community sacrifice* factors. Future research could investigate the effects of JE organisation and JE community on ITL in both rural and urban locations.

Secondly, hospitality organisations are affected by seasonality: the timing of this study was important, as this research relies heavily on industry support. Study 2 was conducted between June and August, in the Australian winter, usually recognised as a quieter period of the year for a majority of hospitality organisations (e.g. snow field resorts would be in their high season). This timing has both positive and negative impacts on this study. The positive impacts include HR managers having more time to assist and promote this study to potential participants, and potential participants not being too busy to take time to participate in interviews or complete surveys. The negative impacts include the fact that many employees were away on leave at that time of the year due to reduced demands in low-season, or were not on duty, and were therefore difficult to contact. Future research may consider scheduling data collection periods in both high and low seasons to capture a wider range of hospitality employees.

Thirdly, it would have been beneficial to consider how different cultures may view JE dimensions differently (Halvorsen et al., 2014; Mallol et al., 2007; Ramesh & Gelfand, 2010). The hospitality industry consists of a culturally diverse workforce, due to many low-skilled operational positions allowing employees with basic language skills to perform back-of-house roles with low customer contact, such as housekeeping and stewarding roles. The present study did not ask for cultural background information because of time and resource constraints. Future research could examine the role cultural background plays in the way employees embed themselves within their organisations, and reveal ways of tailoring embedding strategies to specific cultural backgrounds, thereby strengthening embeddedness amongst the workforce (Tian et al., 2016).

Finally, future research should consider the trend revealed in Study 2 in regard to the moderation effects of perceived i-Deals on the relationship between JE organisation and ITL. Whilst the finding for the present study was not significant, the moderation effect of i-Deals was marginal, (.074) at the .05 level, indicating that there may be a trend; and future research may find significance with different samples or increased sample size.

7.4 Conclusions

This thesis identified an alternative approach to the staff turnover problem in the hospitality industry, using the JE model. The findings demonstrate that both JE organisation and JE

community are negatively correlated with ITL. When controlling for each other, only the JE organisation dimension contributed significantly to explaining ITL. However, when measured together with traditional employee attachment measures (JS, OC and POS), neither JE organisation nor JE community predicted additional variance in ITL in this sample. Results from the present study indicate that the JE organisation dimension has overlapping content with traditional employee engagement measures; however, the JE community dimension appears to cover many off-the-job factors that influence an employee's decision to remain in their jobs.

In conclusion, this study provides qualified support for the JE model. JE provides organisations with an understanding of the factors that influence employees to stay in their jobs. Although in the present study JE community was not a significant predictor of ITL, this result is likely to have been caused by the nature of the sample, of urban-based hospitality workers; and CFA and correlation analysis both supported the validity of the JE community dimension. Measures of JE community can be used to provide valuable insights to employers about non-work-related factors that motivate employees' decision to stay with their organisation. This understanding of what motivates employees to remain with an organisation allows employers to tailor strategies to retain their experienced and valued employees.

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APPENDICES

Appendix A Survey Flyer

**BOND**
UNIVERSITY
BOND BUSINESS SCHOOL

Why do people stay?
Job Embeddedness Survey



Calling all Hospitality Employees!
Can you spare 10 minutes?
Complete the survey for a chance to
Win 1 of 5 \$200 Wish Gift Cards!

All you have to do is simply tell us how you feel about your job! This survey is completely voluntary. Upon completion, you will have the chance to go into an incentive prize draw of \$1000 total. Complete before 31st August 2016 for your chance to win one of five \$200 Wish Gift Cards. Complete the online survey at:

www.bond.edu.au/jobsurvey

Thank you for your participation! And good luck in the draw!

Any questions? Please contact Laurina Yam 0413001288 or Lyam@bond.edu.au

Appendix B Survey Poster



BOND BUSINESS SCHOOL

Why do people stay?

Job Embeddedness Survey

Calling all Hospitality Employees!

Can you spare 10 minutes?

Complete the survey for a chance to

Win 1 of 5 \$200 Wish Gift Cards!



All you have to do is simply tell us how you feel about your job! This survey is completely voluntary. Upon completion, you will have the chance to go into an incentive prize draw of \$1000 total. Complete the online survey at:

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Complete before 31st August 2016 for your chance to win one of five \$200 Wish Gift

Research Information:

The hospitality industry is characterised by high levels of casual employment and high employee turnover. The direct short-term costs of high employee turnover are high and in the long-term it can also affect employee productivity and ultimately impact on organisational performance. While many studies have investigated the job related factors that contribute to turnover, such as job satisfaction and organisational commitment, this research investigates *what makes people stay* with an employer using the job embeddedness construct, with its focus on both organisational (on-the-job) and community (off-the-job) dimensions. The research investigates the relative importance of organisational and community dimensions and explores the effect of perceived organisational culture and human resources retention strategies on these dimensions. Retention of high-value employees is an important contributor to organisational success and a better understanding of the factors that contribute to employee embeddedness within the organisation and in the community may allow hospitality organisations to implement more effective long-term retention and talent management strategies.

Thank you for your participation!

And good luck in the draw!

Researcher: Laurina Yam

Chief Investigator: Dr Mike Raybould

Project Title: What makes people stay? An investigation of the application of the job embeddedness construct in the hospitality environment.

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Appendix C Survey Instrument

Job Embeddedness Survey

Ethics Application #15517

Research Information Page – YES to proceed

Consent Form – YES to proceed

1. Which organisation do you work for?
For reasons of confidentiality the names of organisations that participated in this research will not be displayed here to remain anonymous.
2. Gender
 - a. Male
 - b. Female
3. Age
 - a. Under 16
 - b. 16-25
 - c. 26-35
 - d. 36-45
 - e. 46-55
 - f. 56-65
 - g. 65+
 - h. Prefer not to answer
4. Which of the following best describe your citizenship status?
 - a. Australian citizen or permanent resident
 - b. Neither citizen nor permanent resident
5. What is your marital status?
 - a. Single/Not-partnered
 - b. Married / Partnered
 - c. Widowed
 - d. Divorced / Separated
6. Are you the main income earner of your family?
 - a. Yes
 - b. No
7. (Com-Link item: Display if Q5 Married/Partnered is YES) Other than domestic duties, does your partner/spouse work outside the home? (i.e. have full-time, part-time, casual or unpaid work)
 - a. Yes
 - b. No
 - c. My partner and I are roughly equal income earners
8. (Display if Q7 is YES) Does your partner/spouse work...
 - a. Full-time
 - b. Part-time
 - c. Casual

- d. Contracted Term
 - e. Volunteer or unpaid work
 - f. Other
9. Other than your work, do you have any reasons why it will be difficult to relocate to another city? (Tick all that apply)
- a. Joint custody of child/children with me are living here.
 - b. Extended family or close friends live in my local area.
 - c. I am the carer of a family member or friend who lives here.
 - d. I have recreational commitments to local sports, hobbies or other interests
 - e. Child/children settled in local childcare, schools or sports.
 - f. I don't want to sell or rent out my house.
 - g. Other
10. How many dependents (under 18 years old) live with you at home?
- a. 0
 - b. 1
 - c. 2
 - d. 3
 - e. 4
 - f. 5+
11. What is the highest educational qualification you have completed?
- a. Primary School or equivalent
 - b. High School or equivalent
 - c. Graduate Certificate or Diploma equivalent
 - d. Trade qualifications or completed apprenticeship
 - e. Bachelor degree
 - f. Postgraduate or Master degree
 - g. Other _____
 - h. No formal education
12. How many years have you been working for your current employer?
- a. Please enter number of years _____
13. What department do you mainly work for in this organisation?
- a. Front Office / Guest Services / Concierge
 - b. Housekeeping / Public Area Cleaner
 - c. Food & Beverage (including kitchen, conference & banquet)
 - d. Engineering / Maintenance / Security
 - e. Administration (including sales and marketing, HR & finance)
 - f. Other _____
14. What is your current position?
- a. Manager / Supervisor
 - b. Line Employee
15. On average, how many hours would you work per week?
- a. Under 20 hours
 - b. 20 hours – 38 hours
 - c. 38 hours +

16. What best describe your work status?
 - a. Permanent/continuing contract
 - b. Fixed term contract
 - c. Casual
17. What is your individual gross annual income?
 - a. Less than \$18,000
 - b. \$18,001 - \$36,000
 - c. \$36,001 - \$54,000
 - d. \$54,001 - \$72,000
 - e. \$72,001 - \$90,000
 - f. \$90,001 +
 - g. Prefer not to answer
18. Do you own the home or unit you live in? Please select an option that best describe your home ownership status. (Com-Link item)
 - a. Mortgaged
 - b. Owned outright
 - c. Rented
 - d. Staying with family and/or friends
 - e. Accommodation provided by my organisation or my partner's / spouse's organisation
19. **Job Embeddedness Scale** – Please indicate the extent to which you agree or disagree with the following statements: (Felps et al., 2009; Holtom, Mitchell, Lee, et al., 2006)
 - a. My job utilizes my skills and talents well. (Fit Org)
 - b. I feel like I am a good match for this organisation. (Fit Org)
 - c. If I stay with this organisation, I will be able to achieve most of my goals. (Fit Org)
 - d. I really love the community where I live. (Fit Com)
 - e. The community where I live is a good match for me. (Fit Com)
 - f. The area where I live offer the leisure activities that I like (sports, outdoors, cultural events & arts). (Fit Com)
 - g. I have a lot of freedom on this job to decide how to pursue my goals. (Sac Org)
 - h. I would sacrifice a lot if I left this job. (Sac Org)
 - i. I believe the prospects for continuing employment with this organisation are excellent. (Sac Org)
 - j. Leaving the community where I live would be very hard. (Sac Com)
 - k. If I were to leave the community where I live, I would miss my non-work friends. (Sac Com)
 - l. If I were to leave the area where I live, I would miss my neighbourhood. (Sac Com)
 - m. In my job, I interact with a lot of co-workers. (Link Org-modified)
 - n. In my job, a lot of co-workers are highly dependent on me. (Link Org-modified)

- o. In my job, I am on a lot of different work teams. (Link Org-modified)
- p. My family roots are in this community. (*new Link Com*)
- q. I am active in one or more community organisations (e.g., churches, sports teams, schools, etc.). (*new Link Com*)
- r. I participate in cultural and recreational activities in my local area. (*new Link Com*)
- s. I know a lot of people in this organisation. (*new Link Org*)
- t. I have many friends at work. (*new Link Org*)
- u. I have a mentor at work. (*new Link Org*)
- v. If I left this job, I would lose a lot of desirable benefits. (*new Sac Org*)
- w. If I left this job, I would miss my friends from work. (*new Sac Org*)
- x. If I left this job, I would lose the status and reputation I have earned here. (*new Sac Org*)
- y. I feel that my organisation's culture and values are closely aligned with my own (*new Fit Org*)

20. **Job Satisfaction Scale** – Overall, how much do you like or dislike your job?
(Cammann et al., 1983)

- a. All in all, I am satisfied with my job.
- b. In general, I don't like my job. (R)
- c. In general, I like working here.
- d. I expect to be with this organisation in two (2) years' time.
- e. I expect to be with this organisation in five (5) years' time.

21. **Organisational commitment scale** (K. Lee et al., 2001)

- a. I really feel as if this organisation's problems are my own. AC
- b. I do not feel a strong sense of belongingness to my organisation. (R) AC
- c. I do not feel emotionally attached to this organisation. (R) AC
- d. I do not feel like part of a family at my organisation. (R) AC
- e. This organisation has a great deal of personal meaning for me. AC
- f. I feel that I have too few options to consider leaving this organisation. CC
- g. One of the few consequences of leaving this organisation would be the scarcity of available alternatives. CC
- h. For me personally, the costs of leaving this organisation would be far greater than the benefit. CC
- i. I would not leave this organisation because of what I would stand to lose. CC
- j. If I decided to leave this organisation, too much of my life would be disrupted. CC
- k. I do not feel any obligation to remain with my current employer. (R) NC
- l. Even if it were to my advantage, I do not feel it would be right to leave my organisation now. NC
- m. I would not feel guilt if I left this organisation now. (R) NC

- n. If I got another offer for a better job elsewhere, I would not feel it was right to leave my organisation. NC
- o. I would violate a trust if I quit my job with this organisation now. NC

22. **Intention to Leave Scale** – Please indicate how you agree or disagree with the following statements (strongly disagree to strongly agree – 5 point Likert scale) (Boshoff & Allen, 2000)

- a. I often think about resigning from this hotel.
- b. It would not take much to make me leave this hotel.
- c. I will probably be looking for another job soon.
- d. I have actively looked for another job in the last six (6) months. (Scale, not all all to very frequently)

23. **Perceived organisation support Scale** (Eisenberger et al., 1997; Rhoades et al., 2001)

- a. My organisation really cares about my well-being.
- b. My organisation strongly considers my goals and values.
- c. My organisation shows little concern for me. (R)
- d. My organisation cares about my opinions.
- e. My organisation is willing to help me if I need a special favour.
- f. Help is available from my organisation when I have a problem.
- g. My organisation would forgive an honest mistake on my part.
- h. If given the opportunity, my organization would take advantage of me. (R)

24. **Idiosyncratic Deals Scale** (16 items, 5-point Likert scale) (Rosen et al., 2013)

Please indicate the extent to which you agree or disagree with the following statements:

Task & work responsibilities

- a. At my request, my employer has assigned me tasks that better develop my skills.
- b. I have negotiated with my employer for tasks that better fit my personality, skills, and abilities.
- c. My employer has offered me opportunities to take on desired responsibilities outside of my formal job requirements.
- d. In response to my distinctive contributions, my employer has granted me more flexibility in how I complete my job.

Schedule flexibility

- e. My supervisor considers my personal needs when making my work schedule.
- f. At my request, my supervisor has accommodated my off-the-job demands when assigning my work hours.

- g. Outside of formal leave and sick leave, my supervisor has allowed me to take time off to attend to non-work-related issues.

Recognition of HR strategies

25. Which of the following employment benefits does your organisation offer? (Tick all that apply)

- a. Employee accommodation discounts
- b. Online self-improvement courses
- c. Online computer skill courses
- d. First aid training (free or subsidised)
- e. Employee development plan for long term career progress
- f. Internal promotion opportunities
- g. Certified workplace training courses (free or subsidised)
- h. Opportunities for inter-departmental cross training
- i. Reward / recognition program for long service
- j. Reward / recognition program for excellent performance
- k. Health insurance package (free or subsidised)
- l. Salary sacrifice (e.g. vehicle, health insurance, and other)
- m. Social club
- n. Free or subsidised gym facilities
- o. Laundry or uniform provision
- p. Onsite car-parking facilities or subsidy
- q. Onsite accommodation / rental assistance (free or subsidised)
- r. Employee meals provision / discounted employee meals
- s. Free use of computers and/or free internet access at work
- t. Superannuation benefits (e.g. beyond the legally mandated minimum)
- u. Other _____
- v. None

26. Any other comments on why you are likely to stay with or leave your employer?

***Open-ended text box

Thank you for your participation. Should you wish to be included in the draw for one of five \$200 gift vouchers, please proceed to the next page and provide your contact details. These contact details *will not be associated* with your responses.

If YES, then proceed to personal contact information page (not linked to responses).

Appendix D JE Organisation Correlation Matrix

JE Organisation Correlation Matrix															
Items	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1 My job utilizes my skills and talents well.															
2 I feel like I am a good match for this organisation.	0.610 *														
3 If I stay with this organisation, I will be able to achieve most of my goals.	0.541 *	0.621 *													
4 I have a lot of freedom on this job to decide how to pursue my goals.	0.438 *	0.519 *	0.698 *												
5 I would sacrifice a lot if I left this job.	0.435 *	0.419 *	0.518 *	0.461 *											
6 I believe the prospects for continuing employment with this organisation are excellent.	0.471 *	0.567 *	0.680 *	0.685 *	0.515 *										
7 In my job, I interact with a lot of co-workers.	0.328 *	0.324 *	0.258 *	0.254 *	0.291 *	0.269 *									
8 In my job, a lot of co-workers are highly dependent on me.	0.329 *	0.276 *	0.306 *	0.197 *	0.232 *	0.213 *	0.542 *								
9 In my job, I am on a lot of different work teams.	0.221 *	0.251 *	0.381 *	0.350 *	0.290 *	0.303 *	0.371 *	0.463 *							
10 I know a lot of people in this organisation.	0.237 *	0.255 *	0.208 *	0.263 *	0.152 *	0.244 *	0.324 *	0.317 *	0.375 *						
11 I have many friends at work.	0.253 *	0.280 *	0.233 *	0.287 *	0.211 *	0.291 *	0.458 *	0.365 *	0.366 *	0.484 *					
12 I have a mentor at work.	0.362 *	0.390 *	0.446 *	0.462 *	0.375 *	0.494 *	0.292 *	0.208 *	0.362 *	0.203 *	0.431 *				
13 If I left this job, I would lose a lot of desirable benefits.	0.357 *	0.342 *	0.461 *	0.424 *	0.543 *	0.477 *	0.276 *	0.271 *	0.337 *	0.290 *	0.316 *	0.351 *			
14 If I left this job, I would miss my friends from work.	0.307 *	0.265 *	0.259 *	0.274 *	0.304 *	0.315 *	0.436 *	0.318 *	0.227 *	0.327 *	0.693 *	0.395 *	0.444 *		
15 If I left this job, I would lose the status and reputation I have earned here.	0.255 *	0.215 *	0.306 *	0.293 *	0.438 *	0.327 *	0.181 *	0.226 *	0.177 *	0.147 *	0.234 *	0.251 *	0.430 *	0.385 *	
16 I feel that my organisation's culture and values are closely aligned with my own.	0.415 *	0.614	0.605	0.614 *	0.463 *	0.642 *	0.270 *	0.268 *	0.324 *	0.311 *	0.336 *	0.401 *	0.464 *	0.368 *	0.376 *

All items are significant, * $p < .001$

Appendix E JE Community Correlation Matrix

JE Community Correlation Matrix									
Items		1	2	3	4	5	6	7	8
1	I really love the community where I live.								
		0.896 *							
2	The community where I live is a good match for me.								
		0.623 *	0.677 *						
3	The area where I live offers the leisure activities that I like (sports, outdoors, cultural events & arts).								
		0.542 *	0.564 *	0.450 *					
4	Leaving the community where I live would be very hard.								
		0.360 *	0.425 *	0.385 *	0.544 *				
5	If I were to leave the community where I live, I would miss my non-work friends.								
		0.454 *	0.487 *	0.407 *	0.625 *	0.613 *			
6	If I were to leave the area where I live, I would miss my neighbourhood.								
		0.315 *	0.314 *	0.218 *	0.387 *	0.274 *	0.332 *		
7	My family roots are in this community.								
		0.135 *	0.113 *	0.128 *	0.171 *	0.278 *	0.215 *	0.305 *	
8	I am active in one or more community organisations (e.g., churches, sports teams, schools, etc.).								
		0.251 *	0.238 **	0.269 **	0.209 *	0.295 *	0.266 *	0.302 *	0.616 *
9	I participate in cultural and recreational activities in my local area.								

* $p < .001$, ** $p < .005$

Appendix F Idiosyncratic Deals Correlation Matrix

Idiosyncratic Deals Correlation Matrix							
Items		1	2	3	4	5	6
1	At my request, my employer has assigned me tasks that better develop my skills.						
2	I have negotiated with my employer for tasks that better fit my personality, skills, and abilities.	0.547 *					
3	My employer has offered me opportunities to take on desired responsibilities outside of my formal job requirements.	0.636 *	0.582 *				
4	In response to my distinctive contributions, my employer has granted me more flexibility in how I complete my job.	0.544 *	0.509 *	0.624 *			
5	My employer considers my personal needs when making my work schedule.	0.359 *	0.290 *	0.304 *	0.479 *		
6	At my request, my employer has accommodated my off-the-job demands when assigning my work hours.	0.319 *	0.320 *	0.362 *	0.511 *	0.782 *	
7	Outside of formal leave and sick leave, my employer has allowed me to take time off to attend to non-work-related issues.	0.373 *	0.351 *	0.408 *	0.440 *	0.616 *	0.611 *

All items are significant, * $p < .001$

Appendix G Research Information

Research Participant Information Sheet

Researcher: Laurina Yam

Chief Investigator: Associate Professor Mike Raybould

Institution: Bond University

Project Title: What makes people stay? An investigation of the application of the job embeddedness construct in the hospitality environment

Ethics Approval #15517

Overview: I am conducting this research as part of my PhD program at Bond University. This research will undertake a critical assessment of the Job Embeddedness (JE) concept within the hospitality industry. While many studies have investigated the job related factors that contribute to turnover, such as job satisfaction and organisational commitment, this research investigates **what makes people stay** with an employer using the job embeddedness construct, with its focus on both organisational (on-the-job) and community (off-the-job) dimensions. The research explores the effect of organisational culture and human resource retention strategies on these dimensions.

Methods: The methodological approach involves an online survey instrument that examines participant's intention to stay in their jobs. Data analysis will focus on factors that motivate people to stay in their employment.

What is involved for participants? Participation will involve an online survey which can be typically answered by participants within 10-15 minutes. Online surveys can be completed anytime within the research period. As an incentive to participate, you have the option to enter a prize draw at the completion of the survey.

How will my information be used? The information you provide will be considered strictly confidential. Participants are not required to identify themselves in anyway. The summary results will be used for my PhD thesis and associated publications, such as journal and conference papers. Aggregate data, that does not identify individual responses, will be provided to each participating organisation to measure against industry benchmarks. Demographic information will be removed so that responses cannot be linked to personal information.

Participation and withdrawal: Participation is completely voluntary. Your employer will not

know whether you have participated or not. You may withdraw from this study at any time, without prejudice or penalty, by exiting the survey prior to completion. Please note that it will not be possible to remove information you have provided once you have completed the survey as data collected will not be able to be linked to individuals.

Risks and Confidentiality: Your participation in this study should involve no risks beyond those of everyday living. However, you may choose not to answer specific questions in the survey without explanation. All information collected in this study will be confidential. The data will only be seen by members of our research team and will be stored securely for a period of 5 years then destroyed. Your information will only be used for research purposes. Your personal information will not be identifiable at any stage of the writing process.

Finding out more about the study: Please feel free to contact me (on 0413 001288 or lyam@bond.edu.au) or Associate Professor Mike Raybould (on 07 5595 1659 or mraybould@bond.edu.au) at any time during the study to receive a summary of progress for the research.

Ethical clearance and contacts: This study has been cleared in accordance with the Bond University Human Research Ethics Committee (BUHREC), within the guidelines of the National Statement on Ethical Conduct in Human Research. Questions or concerns can be addressed to me (on 0413 001288 or lyam@bond.edu.au), or to the Manager, Research Ethics Officer on 07 – 5595 4194 or buhrec@bond.edu.au.

Privacy Statement: The information collected is confidential and will not be disclosed to third parties. Your confidential responses will be combined with other participants and published only as aggregate data. Your confidentiality will be safeguarded at all times.

Thank you for your help with this research.

Yours sincerely,

Laurina Yam
PhD Research Candidate
Bond Business School
Bond University, Gold Coast, Australia.

Appendix H Research Consent Form

Research Consent Form - Survey

Researcher: Laurina Yam

Chief Investigator: Associate Professor Mike Raybould

Institution: Bond University

Project Title: What makes people stay? An investigation of the application of the job embeddedness construct in the hospitality environment

Ethics Approval #15517

I have been given information about the research project entitled “What makes people stay? An investigation of the application of the job embeddedness construct in the hospitality environment”. I understand that this research is part of a PhD program of Laurina Yam, with Associate Professor Mike Raybould as chief investigator at Bond University’s Bond Business School. I understand that, if I consent to participate in this project, I will be asked to answer questions about my perspectives on my employment during an online survey taken within the research period.

I understand that the information I may provide will be considered confidential. The summary results will be used for Laurina Yam’s thesis, other research purposes and associated publications, such as journal and conference papers. Aggregate data, that does not identify individual responses, will be provided to each participating organisation to measure against industry benchmarks. Demographic information will be removed so that responses cannot be linked to personal information. I consent for my responses to be used in that manner providing my identity is not disclosed.

I understand that my participation in this research is voluntary, I am free to refuse to participate and I am free to withdraw from the research at any time during the online survey. My refusal to participate or withdrawal of consent will not affect my relationship with Bond University and it will not be known to my organisation. If I have any enquiries about the research, I can contact Laurina Yam (on 0413 001288 or lyam@bond.edu.au) and Associate Professor Mike Raybould (on 07 5595 1659 or mraybould@bond.edu.au). If I have any concerns or complaints regarding the way the research is or has been conducted, I can contact the Manager, Research Ethics Officer on 07 – 5595 4194 or buhrec@bond.edu.au.

By signing below I am indicating my consent to participate in the above-mentioned research as it has been described to me in the information sheet.

Signature / Date

Appendix I JE Organisation Items & Factor Loading (3 factors)

Dimension	Domain	Item source	Item description	Factor loading		
				<i>Factor 1</i>	<i>Factor 2</i>	<i>Factor 3</i>
Organisation	Link	Original–reworded items	In my job, I interact with a lot of co-workers.	.610	.453	
			In my job, a lot of co-workers are highly dependent on me.	.555	.442	
			In my job, I am on a lot of different work teams.	.574		
		New items	I know a lot of people in this organisation.	.517	.432	
			I have many friends at work.	.621	.552	
			If I left this job, I would miss my friends from work.	.623	.420	.406
	Fit	Original items	My job utilizes my skills and talents well.	.681		
			I feel like I am a good match for this organisation.	.734		
			If I stay with this organisation, I will be able to achieve most of my goals.	.773	-.373	
		New items	I feel that my organisation's culture and values are closely aligned with my own.	.765		
	Sacrifice	Original items	I have a lot of freedom on this job to decide how to pursue my goals.	.747	-.334	
			I would sacrifice a lot a lot if I left this job.	.670		
			I believe the prospects for continuing employment with this organisation are excellent.	.776	-.345	
		New items	If I left this job, I would lose a lot of desirable benefits.	.679		.358
			I have a mentor at work.	.644		
			If I left this job, I would lose the status and reputation I have earned here.	.515		.605

Extraction Method: Principle Component Analysis. Rotation Method: Oblique Rotation. Factor loading $\geq \pm 0.3$.

Appendix J In-Depth Interview Transcripts - Study 1

Interview 1

Housekeeping Supervisor Tenure: 15 years Male, Caucasian, 40+

Interview transcript:

- I: Tell me a bit about your industry experience? Why are you still here after 15 years?
- P: The reason why I am still here is the family-oriented atmosphere, it's a big part, when you see people in the corridor, it's friendly. I am a people person, I enjoy it. We've had people from the old Holiday Inn to help out and to work and they have noticed the difference compared to another hotel. The atmosphere is really good. It's also loyalty, I came from NZ, I sold up everything and came to look for a job, didn't work out at first and I started to stress, but I got a phone call from them and got a casual position here. It's loyalty, because they looked after me so I am still here. There's times of the year when situation is a bit stressful, because of wage costs, and cut backs, they don't really like redundancies but they move people into other areas where they can. I started off casual in housekeeping, then I was a house-person, then when the supervisor job in the laundry came up, I applied and was successful.
- I: Have you ever looked for another job or had turned down another job offer in the past 15 years?
- P: Yes, I have applied for the executive housekeeper position here but didn't succeed, so I was looking to stay here. And I did try (and will try again) to get into the new hospital laundry, but I didn't hear back from them, so I need to redo it again as the hospital is opening soon. I want to help out sick people. I wouldn't hesitate to go if I get the job, I think it will be a good career move.
- I: Do you feel that your organisation is supportive of your personal and professional goals?
- P: Yes, professional – plenty of training, we have a PDR (personal develop review) & PDP (personal develop plan), they ask where you want to be and what you want to learn. They do focus on that, they gave me information etc for my Exe Housekeeper interviews. We had a new executive housekeeper and as times changed and my job has changed for me, it became challenging for me again, which is good. I have to look at ways to save costs etc. I think there are good promotional opportunities here, but they want you to drive for it, they want somebody that is driven, and you will get better results out of them.
- I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?
- P: Benefits are probably better there at the new GC hospital. I've been here 15 years and I only used overseas accommodation discount once. I don't use the staff rate for F&B here but I only have been here about once or twice in the whole time I was here. For your birthday, they give you a \$50 voucher and you can use it where you want in-

house. Nothing special for long-service employees, I got my 5 years gift but then it stopped. It's a bit disheartening for some people, but it doesn't bother me.

I: If another job comes up near-by, say another hotel, interstate, or overseas, and they are paying a little more, does the company have any pull in holding you here?

P: Only, if it is the new GC hospital, it's more to do with the helping of sick people. The laundry will be bigger there and will be a bigger challenge. I have been in some big commercial laundries, and my background is from laundries. I have been in laundries where they stone-wash new denim. There is not much of a difference between the laundry here and another hotel, so I won't go there because it would be the same. My hobby is building computers on the weekend, it's something different for me. But the job is always the same, for the first few weeks, it might be different but then it is always the same, the repetitiveness will kick in, so I don't see the point in moving.

I: Do you feel that the GC is a safe and convenient community to live in?

P: I have two young children, one just started school. My partner is not working, she is a stay-at-home mum, I was from NZ and I want to go back to NZ at some stage, but I am not sure when. I don't feel tied to the GC. The GC has changed for me, it used to be nice, it is rough now, not family tourism anymore, I have lost the love I have for the GC and I want to go back home. I am from Christchurch, so I think next year it is going to boom, so I am happy to move back to NZ and see where it leads me.

Interview 2

Guest Service Agent

Tenure: 22 years

Female, Caucasian, 40+

Interview transcript:

- I: Tell me a bit about your industry experience? Why are you still here after 22 years?
- P: I guess it just happened, I started in F&B when I was 20, then moved across to front office and full time for about a year in front office, and then it was 7 years at the hotel at that point, then I had my first baby, since then I have 4 children now so it was pretty much a year maternity leave in between each child. When I got back from my first maternity leave, I got 3 set days and set hours, and I guess the main thing is the work-life balance. Because they accommodate, I know exactly what hours I am doing and I guess in this industry is hard, I am the only one in front office that has been able to secure that. Before I know it it's 22 years and I am still here. I like front office best. I was supervisor in F&B but I was probably a little more career orientated back then, but family took priority.
- I: Have you ever looked for another job or had turned down another job offer in the past 22 years?
- P: I have looked and I did actually try at another industry at Fitness First during one of my maternity leaves, doing the same sort of things at front desk but I absolutely hated it. So I came back here after and ended up staying. The grass is not always greener on the other side. It was such a mess as they had just opened and I just didn't like the vibe. I found the people I work with is a big asset, the turnover is quite large here but typically it's a good team, we've had a few not so good, but on a whole, they have hired good people and it has been consistently a good team, that certainly helps.
- I: Do you feel that your organisation is supportive of your personal and professional goals?
- P: Absolutely, I guess my priority is my family, they did offer me opportunities to apply when positions came up but I can't give what they required in those positions. In that respect, I guess sometime it's like what have I done with my life as far as work goes, I feel like 'who stays on reception for that long?' I work 3 days a week including a Sunday shift so I can still take the kids to school on the other days. My mother-in-law lives with us and she helps with the kids and it just works out well. I wish I don't have to work Sundays but I can't have it all, I can't afford to give up Sundays as far as pay goes, it is almost worth two day's pay, I am happy that I still get Saturdays with them. If they are stuck, I am happy to help out and come in for an extra shift, while the kids are still at school. I know that company will support me whenever I am ready to move up.
- I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?
- P: Yeah, I think the flexible time is the best, but I have used overseas accommodation with such a big family, it makes it easier. Staff canteen is free, uniform and car-parking is free. But for me, I have my set days and if I ever need a Sunday off, I

don't' think I have been knocked back. If I go and work for another hotel, I would lose the history and loyalty and seniority. I don't have a title of a senior employee but I think I'm still regarded highly as the senior staff and I get to do what I want to do up in front office.

- I: If another job comes up near-by, and they are paying a little more, does the company have any pull in holding you here?
- P: If it was set hours and more money, then I definitely would, for example if it was 3 weekdays and I get to take home the same money, so I don't have to work the Sunday, I definitely would...because I would really like to work weekdays.
- I: Do you feel that the GC is a safe and convenient community to live in?
- P: Not as safe as it used to be. I live in Robina and I don't go into Surfers. My husband works as an electrician here on the GC. We have recently discussed the possibility of Matt going to work in the mines and us relocating to WA, toying around with the idea...we have three boys and a girl and we thought the boys would be all fine with it but it would be detrimental to up-root my daughter. The kids have sports and swimming and surf clubs and she is on the brink of really succeeding and we think if we take her away from her coaches she will suffer for that. She is 13 and she struggled with school and she only just starting to get her confidence and if we take her away... it would be a big factor for her. We probably wouldn't be for a little while and Matt doesn't have a job offer yet but if we move it will be for Matt's career, not mine.

Interview 3

Guest Service Agent

Tenure: 17 years

Female, Caucasian, 40+

Interview transcript:

- I: Tell me a bit about your industry experience? Why are you still here after 17 years?
- P: I am still here because the company also works with me. I have been a duty manager and then I went on maternity leave and they were very flexible. The first time I came back my daughter was 5 months old, I came back on a casual basis and they would work the hours around me. Then I had my second child, when they got to the stage of day-care, they were flexible with me. We work together, I think it's because we have been here for so long, I think it's just give and take. I enjoy the people I work with, it's a good team, it's like a big family up there. I like that we are not in the heart of Surfers.
- I: Have you ever looked for another job or had turned down another job offer in the past 17 years?
- P: I have been offered other positions, at other hotels, namely those people who have left here and gone elsewhere, and they have asked if I would like to come over. Really at the end of the day, juggling with being mum with kids, they have always done the right thing by me [loyalty] and I am happy here. I am loyal to the company and it goes both ways and it works.
- I: Do you feel that your organisation is supportive of your personal and professional goals?
- P: Definitely, they are always asking where I want to go and if I always just want to be a GSA. I am at the moment but it doesn't mean that 5 years down the track I may not want to step back up, I have kept my skills up and they have provided good training. If I showed an interest in a couple of year, they would be an organisation that you can just walk down to HR... about every 6 months we have a performance evaluation, I am happy with what I am doing at the moment. The kids are 8 & 10, I am half way there.
- I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?
- P: We get our uniform and meals and parking free. I use the discounted accommodation, the benefits are good.
- I: If another job comes up near-by, interstate, or overseas, and they are paying a little more, does the company have any pull in holding you here?
- P: At the moment, my life is not about money, it is about what works, the family works well, I enjoy coming to work and it is not stressful. It has it times and its moments but it works really well, I am happy. It's not about money. When I was younger and before the kids, it was all about me wanting to be a manager and I was to get further, but when I am not the main bread-winning, for me it is just about the family.

- I: Do you feel that the GC is a safe and convenient community to live in?
- P: I am down at Burleigh, I think that is the better end of the coast compared to Southport etc. My husband works for a company on the GC but he works 2 days in Sydney. I wouldn't move to Sydney as I won't have what I have here down in Sydney. The kids are happy, this is home, at the moment I won't move until the kids leave home.

Interview 4

F&B Manager

Tenure: 22 years

Male, Caucasian, 60+

Interview transcript:

- I: Tell me a bit about your industry experience? Why are you still here after 22 years?
- P: I love the place, this is home, I spend as much time here as I do at home, everybody here, it is a friendly place to work. I started as a steward supervisor and about 12 months later I became chief steward, and I did that for 7 years and got an opportunity to work in stores as a purchasing clerk, and I learnt that rope and I have been there ever since. I am now the manager, but in the last couple of years, I have stepped down from full-time to part-time for my own health, and the company is quiet happy to do that. The company kept my position and my title and now I enjoy a 3 day weekend.
- I: Have you ever looked for another job or had turned down another job offer in the past 22 years?
- P: I have had a couple of people call me, and I have said no. I have opportunity here to move up the ladder from when I first started.
- I: Do you feel that your organisation is supportive of your personal and professional goals?
- P: Absolutely, they have addressed my health issues and they have worked around me. They have been easier on me in the area of lifting as I have had heart surgery so they knew I was going down hill and I didn't want to retire so they worked around me. I am now doing two days a week cashiering in finance, counting money, it is a softer approach, not so physical on the body. They are multi skilling me so I can keep working as long as I can. I am very happy where I am, I can't say I have reached my potential as I am quite happy with cashiering at the moment and it is an area where I have not dealt with in the past. It gives me an understanding of seeing how the system works from another perspective, I can see how the departments works together.
- I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?
- P: Uniforms and meals are provided, doesn't matter what the meal is, it saves you a lot of money each week. Each staff are entitled to one meal, they provide juice and coffee all day long, they have a smoking area for those who smokes.
- I: If another job comes up within the hotel group, interstate, or overseas, and they are paying a little more, does the company have any pull in holding you here?
- P: I see this as being where I will retire. I am a single person with no family ties, I just enjoy coming to work. I am not a clock-watcher, I get here early, I have my lunch, I don't watch the clock and I get the job done. When I moved to part-time, my bosses told me I need to get a life, I like walking and ten-pin bowling but I spend so much time with work and I have family in England, I have been five times and I can't stop travelling.
- I: Do you feel that the GC is a safe and convenient community to live in?

P: I love the coast, it reminds me very much of Hawaii, I enjoyed that aspect of it. I have friends here I developed, I moved from Adelaide in 1987 so I have an associate family here. My family lives at Calbourn in Sunshine Coast, it is close enough and I go back to Adelaide to see my family. I personally think it is a safe place, I know there are issues with the nightclubs etc, but you are going to get it with every city. I certainly find the place to be safe and convenient.

Interview 5

Guest Service Supervisor

Tenure: 21 years

Female, Caucasian, 60+

Interview transcript:

I: Tell me a bit about your industry experience? Why are you still here after 21 years?

P: Because I love my job and I like working for the [this chain], I enjoy the people, I work with quite a diverse group, I have people as young as 20 and people as old as 67 in my department, it's quite a broad spectrum of people, we are only a small department, we do a lot we are quite busy, which I like a lot. I like to be busy both with my mind and with everything that's going on. I think [this chain] is a good company. I haven't always worked for the [this chain], I started off teaching intellectually handicapped children and then my husband and I had a restaurant by the time we were 23 and then we went travelling overseas to America for 5 years, we came back and couldn't settle back in NZ so we moved over here, as I had a young son, I want to do work which was family friendly, so I actually started in housekeeping, they offered me a position in there full-time, working Monday to Friday which suited. Back then, you didn't have Saturday Sundays off in hospitality at all. From there I went and coordinated the uniform room, and I also worked in the lobby shop two days a week. Then they needed someone to fill in at PABX and I got offered a full-time position there, from there it evolved into what is now called At Your Service [this chain], it changed the PABX to a resource centre, where you'd take calls from room service, housekeeping, concierge, engineering, guest requests, we assist them with computers. When the guests pick up the phone, it comes directly to us, also all external calls. Depending on our occupancy levels, we operate from 0630 to 2300, then night audit takes over from us. In busier times, we will have a middle person to cover breaks etc during the day.

I: Have you ever looked for another job or had turned down another job offer in the past 21 years?

P: I was offered a job by a duty manager who worked here and moved over [another hotel chain] at the time, but I decided no, and I was quite happy where I was, I did contemplate, and thought it might be good to do something different but I was quiet happy with what I was doing. I live up in the hinterland so I don't actually live on the coast. I think the actual company takes quite good care of their associates, so I think that has a lot to do with it, the actual culture of the company. And I think the people you work with does have a lot to do with it, I think if you have a happy environment, the people you are working with are happy workers. The policy of the [this chain] is that you treat your associate like you treat your family and then they will treat the guest in the same manner.

I: If another job comes up on the GC and they are paying a little more, does the company have any pull in holding you here?

P: In all honestly, like everyone would, I would think about it. But it would be my personal connections with the hotel, and I think my loyalty, as I have been here for

that length of time, I would quite enjoy the challenge of doing something different, but at the same time I really do enjoy doing the job that I do.

I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?

P: Every year you get a free night stay at the hotel, you also get discount if you come and dine at the hotel. The free stay, everybody gets on the anniversary of the start of your work, you either get a free stay or a gift. Every five years, you get a pin and certificate of your five-year service, they also have a cocktail party celebrating those who has been here 5, 10, 15, 20 years, you also receive a free night's stay and they also give you a gift of a voucher to spend at Myers etc. So you do need to get something, and recognition of those 5, 10, 15, 20 years milestones. But every year you still get the option of staying at the hotel or go to the dinner at the restaurant to a certain value or you can choose a gift, so you do get the recognition there. When I reach 25 years with the hotel, I can get free accommodation worldwide as a veteran. I just have to make it another four years. I enjoy the work.

I: Do you feel that the GC is a safe place to live in? Is your family on the GC?

P: My husband is on the coast and my son and grandchildren are here also. I wouldn't move, but if my children move, then I would think of moving, but at this stage, I am quite happy here. My grandson likes "Nanny's hotel", he is only 2.5 years but it's my hotel and he loves coming here for lunch sometimes, and he comes and get his haircut here, which is good. As he has been brought up to come somewhere that's nice and he knows that he has to behave. From that perspective, it's good for him as well.

I: Do you feel that your organisation is supportive of your personal and professional goals?

P: Yes, there's different things you can study on our computer system. They provide training every year, everyone is allocated certain hours of training every year, that's usually in general training by human resource. We also have initial training called "in the beginning", then "chapter 2", and "the plot thickens" which are done within 3 months of someone starting. We also have online training available, everyone is also given the opportunity to do cross-training if you want to. Where you can nominate where you want to do some training and see if that's an option you might like at some stage. Also those people who wish to progress through their career, you can do ESSM training, which is Essential Skills for Supervisors and Managers, so there are a lot of training options, from HR. I have completed these training. I am happy where I am. If I wanted to do some external studies, there would have been that option for me, they would have assisted as I have other people who had worked in my department who wanted to do external studies and we have worked around them to allow them to do that. So the flexibilities are there. I am not looking for a promotion, a few years ago I might have wanted to go to front office etc but now I am happy where I am. But I would still like to learn so I can step in if necessary though.

I: Do you feel the GC is a safe place/community to live in?

P: I think it is convenient and relatively safe. But in the last year, it has been a few more incidences. 21 years ago, I would have worked to and from work late but now I wouldn't think of doing that as I used to live at Broadbeach, I used to walk to work 5am in the morning but I don't think it is as safe and I wouldn't do that now I am more aware. With the social media and all that sort of things has changed a lot, the GC has lost the innocence of a country town, it is a city. On the hinterland, I can walk away and leave my door open and I don't have to worry.

Interview 6

Administrative Manager

Tenure: 18 years

Female, Caucasian, 50+

Interview transcript:

- I: Tell me a bit about your industry experience? Why are you still here after 18 years?
- P: I started off in the restaurant and being a big company, there's different areas of the company to work in and I have been very fortunate to have worked in different areas of the hotel, learning different skills, that's probably why and after a little while you got the job security as well. I enjoyed working with the people at work.
- I: Do you feel that your skills are suited to your role?
- P: Yes, I have only been in my new role since April, which is completely new for me. I am learning lots in my new role, I like the challenge.
- I: Do you feel that your organisation is supportive of your personal and professional goals?
- P: Yes, I am happy where I am.
- I: Have you ever looked for another job or had turned down another job offer in the past 18 years?
- P: To be honest, I have only been a couple of interviews, I haven't been looking but a friend of mine offered me a job in their company, and I did take it, but then the reason why I end up didn't taking it was because they offered me more salary to stay, the reason was that the money wasn't too great so I needed the money. But the decision wasn't for the hotel, it was for more money.
- I: Is your family on the GC?
- P: I don't have a partner, so I am quite flexible to move anywhere. I like Sydney and Melbourne, if I live in Sydney, I would have to live quite close to the city and it would probably be expensive, so I am to live here, it's a lot less expensive here, I won't be able to buy a unit there. I am paying my unit off at the moment on the GC.
- I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?
- P: The only thing that pulls me towards staying here is that little bit of extra super, it is a little extra after a certain amount of years, and it would be less than if I was working at the [another hotel chain]. I am sure other hotels have about the same benefits in loyalty and discounts, but it is not important for me. As manager I get 50% off F&B. All employees get free parking on-site, unless there's a big function or really busy, but 95% of the time we can all park here. It's a good plus.
- I: Do you feel the GC is a safe and convenient place/community to live in?
- P: I live at Sail Fish Point, Mermaid Waters. I feel safe there.
- I: To sum up, would you say money is the biggest factor in your employment choice?

P: If the difference in the super balances out, I would move. Just for more money, now that times are getting tougher. I don't fault the hotel at all, it has given me lots of opportunities, I wouldn't do it for the same money but if more, I would.

Interview 7

Housekeeping

Tenure: 10 years

Female, Asian, 60+

Interview transcript:

- I: Why are you still here after 10 years?
- P: Because I am contented and happy, my job and the hotel as a whole. I've made friends, not only in the laundry but other departments as well. I have always been in the laundry here but I have worked in other laundries before this job.
- I: Have you ever looked for another job or had turned down another job offer in the past 10 years?
- P: Not really, I haven't thought of leaving as I said before I am contented and happy. If go to other laundry place because that's the only job I've had since I came to Australia, maybe it would be a different place and maybe I would be unhappy there. So if I stay here, I am happy.
- I: Do you feel that your organisation is supportive of your personal and professional goals?
- P: No I don't want a promotion, because first of all I am not very good with computers, and everything is run by computers nowadays so... they gave us a questionnaire, it includes career opportunities or something like that, and I wrote on there that I want to learn Chinese language, because there's a lot of Chinese people coming in, it might be helpful for me, to be able to help someone.
- I: Have you ever taken advantage of any of the course they have online or ran by HR?
- P: No, not really, not that I know. I would if I thought it would help me, I would be really happy and really happy to do it. It would be fun to get out of the laundry.
- I: Is your family on the GC?
- P: I have my sister, but she doesn't work here. No kids, I wish I had. I have been on the coast 25 years. My sister owes her home, my brother-in-law passed away a few years ago, I used to live in Surfers but to keep my sister company, I moved in with her, and it is cheaper. I don't drive, now I live in Currumbin, I just take the bus, or I get a lift with one of the housekeeping girls here, and I give her some money for patrol.
- I: Do you feel the GC is a safe and convenient place/community to live in?
- P: I think so, for me because I don't have kids, maybe if I have kids, I don't know, because what has been happening... I would be very careful when I used to walk to work, the early shift starts at 0530, because one time I was walking early in the morning, and it was still dark in winter, there's a bunch of kids maybe under 20s from the night clubs, they must be drunk or drugged and they yelled at me and saying dirty words, I took my shoes off and ran for my life coming here. About two years ago, that was. I was so afraid. So the Coast is changing.
- I: If another job comes up on the GC (in the laundry) and they are paying a little more, does the company have any pull in holding you here?

- P: That's a good question, if it's only a little bit more, then I choose to stay here, because of the people I work with and the benefits, there're a lot of things.
- I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?
- P: Birthday off with pay, since the last EBA, about three years ago. If you want to on your birthday or you can take it later. Not on weekends of course. Discounts for restaurant, overseas travel. The rates are really good, that's why I am happy. If the money is only a little bit different, I will stay here.
- I: Do you get on with the people you work with?
- P: Very much so, maybe I am patience and understanding because I came from a different background, maybe that's why they also like me. I am not choosy and a little bit understanding, a little patience, I am easy going but I work hard.

Interview 8

Administration

Tenure: 21 years

Female, Caucasian, 50+

Interview transcript:

- I: Tell me a bit about your industry experience? Why are you still here after 21 years?
- P: I originally started in housekeeping and because I worked in finance at Bond uni, they needed someone with a bit of experience and within 18 months, I moved from housekeeping to finance and I have been here ever since. Because you are comfortable with what you're doing and you enjoy the people you work with, and I'd say the [this chain] way of how they looked after their staff
- I: Have you ever looked for another job or had turned down another job offer in the past 21 years?
- P: You have a little look to see what's out there and I think it's what you have in your comfort zone and you tend to stay, if you move from one hotel to another, it's going to be the same, just different management teams, because you are comfortable with the management team, you'd tend to stay.
- I: If another job comes up on the GC say [at another hotel chain] and they are paying a little more, does the company have any pull in holding you here?
- P: I'd probably quite happy to stay, because to me money is not everything, I think you need to be comfortable where you are and comfortable with the people you are working with. There's an old saying "the grass is greener on the other side" but is it? I don't think it is. I've worked in other areas of hospitality prior to working here and I worked under ANSETT way of management, then I ended up with Bond Uni, a totally different experience, then you come into this management company with so many years of experience that you got everything laid out and how everything should work and it has been working in every country so that's good. Not to another company, but if there's an opportunity to transfer within the [this chain] itself, I would consider it. Maybe even a "taskforce" where you go and help out another hotel on loan, it will give an experience at another place, it will give more challenge, and when it's done, you can come home, to your own job.
- I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?
- P: If I make it to the ½ century club, but you just don't know what's going to happen in four years! We get car-parking, and if you are a manager you get 50% off F&B, 30% off for line staff, for this property, if you go somewhere else it goes to 30%, you get a good staff discount for wherever you go. Obviously, the [this chain] rate, I've stayed in almost all [this chain] hotels in Australia, and I've stayed overseas and think "wow, I only have to pay this much to stay in a hotel like this"! Would have been four years ago I went to the JW in Bangkok, it's a five star hotel, razzzy-dazzely hotel, and I think "wow, I'm only paying \$100/night to stay in here"! It was lovely. There's always nice hotel to stay anywhere, the [this chain] family we called it.
- I: Is your family on the GC?

- P: I am actually single, I am not tied to anyone in particular but I do have parents and brother on the coast. I own my house out at [a rural property], two acres, couple of horses.
- I: Do you feel that your organisation is supportive of your personal and professional goals?
- P: I am not the type of person to strive to get to the top pinnacle, I am happy with where my level is. If I was studying my degree, it wouldn't have been a problem. There's always the opportunity and they would tell you if you need to improve in an area to study to get to where you want to. You can literally teach yourself online through all those courses. You can start with the first course and work your way right through, they are all free on the [this chain] intranet. There's always something to do there, for example if a staff member has issues with time management, you can get onto that to do the training to deal with that. It keeps it in line with the [this chain] way.
- I: Do you feel the GC is a safe and convenient place/community to live in?
- P: I don't live on the coast, I live out at [a rural property], it is a community on its own. I leave here and 40 minutes I am home, it's a community where everyone knows everyone. The funny thing is that almost everyone works on the coast and we all choose to stay there and travel for work. You get involved with the swimming club out there, we have all the different sports, we get the shows and rodeos out there. I'm not living the Gold Coast life but a different life at work.

Interview 9

Chef-Supervisor

Tenure: 12 years

Male, Caucasian, 40+

Interview transcript:

- I: Tell me a bit about your industry experience? Why are you still here after 12 years?
- P: Two reasons. One is that I have a mortgage and a child at school. Also because over the time I realised that in order to stay on the GC, I have been looking around, but I realised that there's not that much opportunities that are better than the [this chain]. As far as some places employ less people in pastries department and some places don't even have a pastries department in their kitchen. I run the pastries kitchen here. My plan moving to the GC is that I could buy a house, settle here, and there would be plenty of places I could work if I get sick of one, but I found that it is not actually that many places. I have been on the coast for nearly 12 years, we moved up from Canberra, I am originally from the Blue Mountains, we moved to the GC, got married, my wife and I travelled and worked in Adelaide, Sunshine Coast, Brisbane, and we worked in Canberra and we choose to stay here.
- I: Have you ever looked for another job or had turned down another job offer in the past 12 years?
- P: I have never looked seriously, I have thought or wondered, but I have never actually looked.
- I: If another job comes up on the GC, [at another hotel chain], and they are paying a little more, does the company have any pull in holding you here?
- P: No, definitely not, I would weigh up each job. It sounds awful but I have no brand loyalty at all, nothing against [this chain] at all but I have worked for about 8 different hotel chains.
- I: Do you feel that you have better promotional opportunities in this organisation?
- P: Not really, I haven't been promoted at all, I came in to run the pastries kitchen. I am happy enough here not to have applied anywhere, but what [this chain] does really well is constantly challenge you, and that's what most people are looking for, so you don't get bored. And of course, some of those challenges you want to pull your hair out but once you have completed the challenge and you look back, the reward, there may not be any reward from anyone other than yourself-satisfaction but it's constant, never resting, and I like it. If it wasn't for those things, I would have been bored years ago.
- I: Do you feel that your organisation is supportive of your personal and professional goals?
- P: Yes, that's another thing, nearly every year, there's some sort of management and leadership courses to keep fresh and to break away from in the trenches, you can break away for three days, you're revitalised, to a point and with new ideas and new thoughts and you can look at what you are doing from the outside, as you are always looking at what you're doing from the inside, and you can think of things you can do

differently. Whether or not it is improving something for myself or my team, or improving procedures, or the way we deal with other departments, whatever the case might be. Most on one day I will have six working for me, that's if it's very busy. Otherwise I will have about five, throughout the day, starting at 3am to 11pm. My goal has always been to be a pastry chef, I am not after the title, I run my department and I am passionate about doing pastries, over the years, there's been conversation regarding the possibility of getting an executive sous chef, I was not really initially over the years, but now I think I am ready. That would mean stepping out of the pastry kitchen but to help the executive chef run the kitchen, we have discussed it, but as I am already the second in charge when the executive chef is away... I have only day shifts and I start at 7am and I have dinner at home with my family, which is important to me. If I step up, it might be "bye bye wife, bye bye life" for a while and in that regards, I doubt if it is for me. I doubt if that would be for a lot of money. I work very long hours and some of it self-inflicted and some of it because there's just too much to do, but I never want that to be worse than it is and money is not everything to me. Not that I couldn't care less about money, but if money was everything to me my wife would be working and I would try to juggle things in a different way. My son is 10 years old and he is able to manage to and from school, but we have made the decision that we rather sacrifice certain things in life such as going to the movies and the new car, to have the lifestyle.

I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?

P: In my mind, there's not that much. However, as a manager, it is 50% off F&B and honestly, it doesn't interest me because I don't want to come back to work on my day off. Free night on the anniversary of your employment, dinner or gift..., at the beginning, I didn't use it but now with my son more able to use the pool, we have come every year since and we enjoyed it. But I don't feel comfortable that I am being waited on such as when someone comes and get my bag, I don't want them to as they are my work friends. Overseas accommodation is about 40% off, which is not bad.

I: Is your family on the GC?

P: My wife is a stay at home mum, I have one son. It is a consideration if we move anywhere because he is at school and we are just not sure.

I: Do you feel the GC is a safe and convenient place/community to live in?

P: We are in the suburbs, we are in Mudgeeraba, we are very happy with our son's school.

Interview 10

F & B Supervisor

Tenure: 20 years

Male, Caucasian, 50+

Interview transcript:

- I: Tell me a bit about your industry experience? Why are you still here after 20 years?
- P: I started at [the restaurant] for four years, then I ran lobby bar and pool bar, then I wanted a change and opened a café, then went to room service and did night shift. I am still here because they have given me the opportunity to. I have heard great things about the [this chain], like one family and the management treats their staff like family. You walk in the canteen and see all the staff sitting together and there's not separation, it is like one big happy family. I have worked at [another resort] for 3 years and everyone is segregated in their little groups. You can have a joke with the other departments and everyone gets on well with each other. I am overall pretty happy here. So many other hotels have changed owners many times, and it has always been [this chain] here, so I know where we stand. I lasted 2 days at [another 5-star property], you are treated like a number, your name is not on the roster but your number, I just couldn't stand it, working in the tunnels, like a maze etc.
- I: Have you ever looked for another job or had turned down another job offer in the past 20 years?
- P: There has been a few job offers, as I am heavily involved in the beverage and cocktail competition, which is going really really well, as we won the QLD titles here 2 years in a row. And the person running the competition asked if I wanted to go work with him. The stability here out-weighs going out to do a sales job.
- I: If another job comes up on the GC and they are paying a little more, does the company have any pull in holding you here?
- P: I like the way [this chain] conducts their business. They are frank and open and willing, the first day I was here, the GM came and introduced himself on first name basis, I like that, it's nice. Probably not change jobs as I don't want to travel (to Brisbane), and the stability here is good.
- I: Do you feel that your organisation is supportive of your personal and professional goals?
- P: Yes, they have. They have always supported us with cocktail competitions.
- I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?
- P: Not really, I think I can walk into another job and pretty much get the same pay, they are very consistent with what they offer, instead of chopping and changing.
- I: Do you feel that the GC is a safe place to live in? Is your family on the GC?
- P: Mum and dad and my wife and kids are all here. My kids are at school, we live at Mermaid Beach and they just go to Broadbeach School.
- I: Do you feel the GC is a safe and convenient place/community to live in?

P: I heard a couple of years ago, people I know have gotten hurt in Surfers. My sister's kid got attacked and king hit and broke his jaw. My kids are young, 9 & 10, is disheartening. My mum and dad had brought us up here since 1974, it's such as magnificent place and you can just walk the streets but overall there's a good feeling to it.

Interview 11

Administrative Manager

Tenure: 12 years

Male, Caucasian, 40+

Interview transcript:

I: Tell me a bit about your industry experience? Why are you still here after 12 years?

P: I've been with the company for 12 years, I used to work for the Radisson Resort, I have been in the industry for 16 years. I was a front office manager before, then back in 2004 I moved over to finance as the hotel accountant, in 2006, I was appointed the financial controller. I started doing a masters in accounting back in 2004, as I have already completed my bachelor's degree before I joined the hotel industry. I was never looking at hotels at a long term career but as it turned out, it worked out that way. I did a bachelor of business majoring in marketing. I definitely think that the university studies helped me in my career and a BBus is a general degree, it doesn't actually give you any fixed skills but it is more general in nature. It gave me good understanding of the business world and the way it operates, and what focus companies has etc.

I: Have you ever looked for another job or had turned down another job offer in the past 12 years?

P: To be honest, I haven't been offered a role outside. But when we were with Radisson which we represented for so many years; throughout that time, I did apply for other roles, particularly overseas, which was my goals at the time but they didn't eventuate and since then I have adjusted my ideal role which I aspire to but it doesn't involve going overseas anymore. But there was another opportunity which was overseas and I turned down.

I: Do you feel that the GC is a safe place to live in? Is your family on the GC?

P: Both lifestyle and family is a big factor for me, probably lifestyle is more important of the two. I think you find a lot of it on the GC, there's a lot of people in the same role for a number of years, and I believe it is because the GC has a great lifestyle, and people build their lives here and it is difficult to move on, particularly if it is to move to a less attractive destination. My wife is a dentist on the GC, and for her to move, it would have been a fairly big step for her as she has been in the same practice for more than 12 years and have built up quite a patient base and it would be a massive undertaking for her to move, so that is one of the big factors as well.

Yes, I do believe it is a safe place but you do hear things in the media, and makes you think that it might not actually be that safe. Particularly now that we have a 17 month old son, and you do have a different outlook on things and having to bring up a little one does change your way of thinking. And now there are different things in the media and crime, I think maybe it is actually not safe. But in saying that I think there are some positive things the city do to safeguard that and I live in Burleigh, it is a close knit community, and I feel that area is pretty safe. To give you an example, there's a house just around the corner from us, almost 99% of the resident within the area where we live is really good, friendly people. There's this one house, a little but doggie, with doggie people living there, I don't know how, but they have gotten rid of

them, the police were always around there and you see that happen and they are gone so I am very happy about that. So there are some positive things which are happening to elevate that type of lifestyle. I think once my son goes to school, that will tie me to the community even more. I do think the GC is a pretty good place but obviously there's areas where I wouldn't be associated with, like the clubs in Surfers etc, but to be honest I never go there so it doesn't impact on me. But I guess from a marketability of the city it does affect negatively on that and negative impact on tourism and visitors coming to the GC, which I don't think is good. It affects our business and particularly when you see the stories on A Current Affair, and it doesn't help. Unless you see it on TV (the locals) wouldn't know it's happening! It is happening in such a small area but it does have an impact.

I: Are you happy with your co-workers and the organisation environment?

P: Yes, absolutely. One of the big factors is that we have a very close-knit team at the hotel and quite a number of long-term staff. So that also is a factor as it is a great place to work.

I: Do you believe your organisation is and had in the past supported your career goals?

P: Yes, absolutely, so far they have.

I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?

P: Not particularly, for me in my position I probably get more perks than other people, but that's not to say that it is a factor for me to stay here. Ultimately, I am a financial controller so I look at everything in dollars and cents, and when you look at other opportunities you weigh it up and it is all to do with the total package. It depends on how much value your dry-cleaning costs, although it is a great benefit, but when you work them out it might actually only be worth about \$2000 or so. But if you are looking at another role and industry for an extra \$10,000, then you can say that without the dry-cleaning I am still going to get extra \$8000 so I'll just take it to the local dry cleaner!

I: If another job comes up on the GC and they are paying a little more, does the company have any pull in holding you here?

P: Probably not now, given that I have been here so long. Probably a number of years ago it would have been. Because my mentor was working here at the time and he is no longer here, so within the area there was more of a link to keep me here but now he is no longer here, I would not hesitate to leave. If I was the mentor, then it could foster more of a link again, but I haven't had the opportunity yet.

Interview 12

Housekeeper Manager

Tenure: 16 years

Female, Caucasian, 50+

Interview transcript:

I: Why are you still here after 16 years?

P: I am been about 26 years in the industry. I think it's the people that makes you stay, also I like doing what I do. You have your challenges within your department, there is the negative side of things but there's always a positive you get back which I love. Over the years we have had great general managers, which I think it starts at the top, when you have someone good up the top it just filters down. And it just makes coming to work a pleasure. This place is like a family which I love. I get on really well with everyone I work with, which is most important. I have been in this current position since I have been here and I still enjoy my job. I started as a supervisor, and about 6 months after I became the executive housekeeper.

I: Do you feel your skills and talents are suited for your role?

P: Yes, I couldn't see myself in any other area of the hotel. We do a weekend manager role, so you do get to experience the other departments and I am thankful when I go back to my own. And we think in our own department that we are the only one who works really hard because we are housekeeping, but then it is a different hard in the restaurant. My girls are running and they have to stay to a tight schedule, but then you go to the restaurant and they have the guests in their face, if they don't get the eggs out in 15 minutes, they have someone in their face giving them a hard time. But you'd think in housekeeping you would get more of the guests in your face but you don't actually see a lot of the guests as but the time you get to see it (the rooms), they have gone out in for the day or they've departed. You see staff on front desk and you think, well I don't want to work there, especially when they have big arrivals and guests are lined up 6 deep wanting to check in and you can only check in so many people at a time. And people get a little bit irate when they have to rate... no, let me get back to housekeeping!

I come into work about 0430am everyday, I like to do my own allocations and I like to set my day, so I know exactly what's happening. If I come in at 0730am or 8am you're already behind the eight ball. I choose to start at the time and then I know everything is set.

I: Do you feel that your organisation is supportive of your personal and professional goals?

P: For sure, if I wanted to go further in my career, but at my age, I probably don't want to go anywhere, but if I wanted to, definitely, because [this hotel chain] is huge and there's always positions coming up in different areas. I did mention to [my GM] at my appraisal, I probably won't move away permanently but what I would like to do is to have experience with another company, say Fiji, it would be great to be able to go over to experience how that operation works, another country and another culture. That's something I have missed out on and opportunity I haven't had. If something

come up, I would take it, for 1 or 2 months, just tell me when the plane leaves. It would be great!

- I: Have you ever looked for another job or had turned down another job offer in the past 16 years?
- P: Maybe once or twice but you think, I know it here, and is the grass greener over there, it's a gamble so I just say, I will just stay here where I am. At that point, family was probably the main factor, at that time, it would have been when my kids are at home. And you have to consider all those sorts of things and I couldn't have done it. My partner is on the coast as well and he wouldn't like to move as he likes the coast as well. So it would be a bit difficult, to do a short term thing would be fine but I couldn't move. I couldn't just pack up and go because of the family factor.
- I: How do you feel about promotional opportunities, do you feel that this organisation offers for you? Within this group?
- P: To be honest, I am not looking to go further, I am at the age where I'm looking at retirement and it is looking good so I am not looking for any promotional opportunities at the moment.
- I: Do you feel that the GC is a safe and convenient community to live in?
- P: Yes, although I am glad I live where I live and I am not that close to Surfers, I don't think I want to live that close. On the whole, it's not too bad.

Interview 13

Administrative Clerk

Tenure: 11 years

Female, Caucasian, 40+

Interview transcript:

I: Why are you still here after 11 years?

P: I have been in the hospitality industry for 23 years. There're lots of reasons, I've had different roles, I started off at reception, I went into reservations which is my background, I looked after various areas in reservations, and I took on the role of acting revenue manager when the other manager left fairly suddenly. We were changing computer systems, from Fidelio to Opera, so I did that for three months, and then I went back to reservations still looking after the in-bound groups and then about 3 years ago I went from reservations into sales – sales co-ordinator, and then last month I started looking after the golf groups in sales also. This is my calling, I like what I do. I've always been either casual or part-time, however, I came from another hotel and start here when I finished maternity leave and I couldn't go back to the other hotel unless I work full-time which didn't suit, as a new mum. So I started here at reception casually, and I have always worked casual then part-time, and when I was the acting revenue manager, I had full time hours but I was always part-time, but it was too much I didn't want full-time work, so I went back to four days a week and tried to do the acting revenue manager in four days with the help of the front office manager and after about 6 months, he was leaving to be replaced so it was too much work for me, trying to do a full-time role four days a week, and it wasn't being down properly. So I basically stepped down from that and stayed in reservations and that's when I started looking after the inbound groups. The only reason that I'm still here is that when they were the Radisson, they were very family friendly, the GM then had two young children as well so he understood what the people were going through and I found that I had support that way.

I: What sort of "family friendly" support did they give you?

P: They were more understanding of why I wanted to only work part-time. If you asked for day off for school reasons, to swap shifts etc, they had been accommodating. In some way it has to always be a two-way street, but I just found that I have always been able to work things out and it suited my personal life to be able to work things out with them.

I: Have you ever looked for another job or had turned down another job offer in the past 11 years?

P: I wouldn't leave the GC because of family, but I have never actively sort (outside work), but there were a couple of times that I have considered, but I think I have known that basically what was here suited and because I have been able to change the roles of what I do, I am still learning new things. So basically I've been able to change the areas of my career but not change where I work and it suited me.

I: Do you feel that your organisation is supportive of your personal, family life and professional goals?

- P: Yes, yes definitely. I went to university and then I started at [another resort], 9 months training then I went back to uni for a year, I was there a bit over four years. Then I went to [another resort] for 6.5 years as reservation manager, then left for a year maternity leave, and came here.
- I: If there was another position somewhere else but it means you have to move away from this community, would you be happy to do that? Do you feel you are tied to this community?
- P: No, where I live and where my son goes to school is a 10km trip so it makes life easy and it's a balance, I am able to drop him off at the right time and pick him up at the right time, as my husband works in Brisbane. And my husband won't move to Brisbane and prefers to commute also.
- I: Do you feel the GC is a safe and convenient community to live in?
- P: Yes, it's the GC, and it's home. I can't see myself being anywhere else.
- I: What sort of perks and benefits do you get in this organisation, especially considering your long tenure?
- P: Yes, because I have already worked at hotels on the GC. I don't get dry-cleaning now but I used to when I was a manager. Reduce accommodation rates is good. Being a part of a larger company, there's a large range of accommodation which I do use. And also, I am quite into sports and long distance running, [this hotel chain] has a "race-to-survive", it is to raise money for mission Australia it's on at October, there's a team from this hotel and I'm in another team which two people from [another hotel] and one from [another hotel], so we get to go and do this race in Sydney for four days, we run up to 25 kms, up a track, so we camp with a backpack, to raise money, we have some fundraising activities. It's only in [this hotel chain] and we do fundraising all over Australia. The company has supported my sporting interest, and in the past when we were [under the old hotel name], there's a social club, if you want to be in it you pay \$1 a week deducted from your pay, and in the past they paid half the entry fee to the GC marathon, but this year there wasn't as much interest so they ended up giving us \$10 off the price, there was only two of us who wanted to run. When I did the full marathon, that was 2011, and the support I got from the hotel was wonderful. They came from the hotel was cheering me on and gave me flowers and so forth. It makes a huge difference. It's not only the company, it's the people as well. I've made some wonderful friends working here at the resort, that's another reason why I am still here. It's like home away from home.

Interview 14

Administrative Clerk

Tenure: 22 years

Female, Caucasian, 50+

Interview transcript:

I: Tell me a bit about your industry experience? Why are you still here after 22 years?

P: I have actually been there four years the first time around, and then 18 years this time around, total 22 years. As well as my position now, I started off in 1987 as executive secretary, when I came back in 1995, I did all sorts of things when my son was little, I worked on switch board, I worked in engineering, catering, sales, doing relieve work, quite a mix of things and admin support in those areas and also in front office on switchboard as it was then, a little different set up now. And also for 5 months I did the guest relations manager position. I am still there because, I wanted to stay there when my son was growing up, he is grown up now and off my hands, the last few years, health wise have not been wonderful for me, I have been getting back to how I should be, and about a month ago, I have actively thinking yes, I am ready for a change. But I have decided I am just going to put that on hold at the moment because I have started to really enjoy being by myself, having the town house sorted how I wanted it. My hours can be quite long, and I am not overly keen on that but I guess in summary, the reason I stayed is because it is relatively stable employment, I really enjoy the people. There has been extreme highs and lows throughout my second tenure but there was financial considerations and I couldn't just leave the job and there has been a couple of offers over the years but I didn't even come close to leaving because I felt that I was better to stay in the position that I was. I have also worked with [this hotel chain] before in Brisbane and Sydney, and I knew that they were a good company, not perfect, like any company there are things you like about them and things you don't. I have really good relationships with people I work closely with and most people. In a way it's almost like a work family, the hotel has played a big part of my life and I bought Jordan up by myself, so I really haven't had a partner, and between raising Jordan and working my life has been pretty full. I like [this hotel chain], which is one of the reasons why I stay. My passion is guest service, when I make a move, I'd like to do a guest service role, client relations or something like that, so unless that was offered on the gold coast somewhere else, I would not want to work for another hotel.

I: If another job comes up on the GC, in another hotel group, and they are paying a little more, does the company have any pull in holding you here?

P: No, I would if they say take another \$10K-\$15K, I would think about it, of course there are financial considerations for me, so when I do decide to make a change, it would be hopefully because I want to move into an area I have a really passion for and move out of the admin side. I also would like to think that it comes with more money as well.

I: Do you feel that your organisation is supportive of your personal and professional goals?

- P: Not at this point, NO. Because I don't believe they have anything within the hotel they can offer me, we used to have a guest relations manager position and it was made redundant 3 years ago and that was a big disappointment for me because I felt that it was the position I wanted to aim for and move into, there hasn't really been much discussion with me in recent years about my career goals and what I want to do. So at this point I don't know what I want to do or whether I have a future with the company or whether I have to look outside. Certainly if there was something with [this hotel chain] where I can move into another location, don't think there's anything within this hotel that I would want to do, that would be my preference. I am happy to move away from the GC and I am happy to stay with [this hotel chain], but I would be looking for more salary, that's important for me at this point also. Unfortunately, I am not in a position where I am very financially secure where I still have mortgages and all those sorts of things, after raising my son by myself. So that is a consideration, but I guess I am quite a loyal person as well, and that would be my choice, because of my experience with [this hotel chain] over the years but that would just remain to be seen. For me very much a consideration of responsibility to my son, and also the fact that I enjoy the work and the people, which is what has kept me here. I would have a chat with my GM to seek advice in what to do with my career.
- I: Have you ever looked for another job or had turned down another job offer in the past 22 years?
- P: I have in the past expressed interest in the [this hotel chain] management track, but it has not had the follow-up and I was not a part of it. Because I am flat out looking after my son, I have never pursued it further, there will be a bit more formal follow-up of that as I would really like to discuss this in my performance review. [this hotel chain] in Asia is expanding incredibly quickly, so I would like to think that my skills and my knowledge will be of benefit somewhere, at the right location and package I would like to do, but I am very flexible geographically.
- I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?
- P: Five years I got a watch, ten years I forgot what I got, but for fifteen years, I got an amazing two night's accommodation, and breakfast in any [this hotel chain] property in Australia, and I choose to do it in Melbourne, which was wonderful, a really lovely benefit. I think 20 years will get an additional day or two annual leave. Discount accommodation is wonderful for everyone, 25% off F&B and if we are travelling, we get 50% off. Those benefits are amazing, for instance, this trip to Sydney, I just stayed at the Western at staff rate +50% off F&B which was great. I don't think you can do a job just because of its benefit but I think it is a really nice thing to have if you want to travel. Car parking is free in general, but they pay for my dry-cleaning. Also we have an employee dining room where meals are only about \$3 each, including cold meat, salad, desserts.

Interview 15

Administrative Clerk

Tenure: 25 years

Female, Caucasian, 50+

Interview transcript:

I: Tell me a bit about your industry experience? Why are you still here after 25 years?

P: Because I like working here. I have been in several positions, I started as a room attendant when they first opened, then went to housekeeping office as a co-ordinator, then supervising in housekeeping, then went to front office (guest service), then went to assist in payroll, and while I was down here, the original person went on long service leave and didn't come back. At the moment, I am going upstairs on the "off-pay-week" to help in A/P (accounts payable), so I am doing something new again. I enjoy Payroll, the most because it is the most challenging as I don't have a finance background at all. I have to come in here and get thrown in here and have to learn everything. It is a challenge, as pay-week is full on, you head hurts like crazy, we have 310 staff. I used to help engineering with their accounts on the "off-pay-week", but now they need help in AP, so I was up here this week training, it reminds me of my payroll days when my head is hurting and I don't get it (what they are doing). Even though it's hard, you have to take it on otherwise they will find someone else to do it. It helps when you know the hotel, and when they say they need help, I am happy to help out, and payroll is in finance and also AP, so I work in the same area, it is the challenge and part of the job. They have faith in me so I just need to have faith in me. When I look back, just like payroll now, I will wonder why I was so worried, as I know payroll now, but way back then I was having a break-down.

I: Have you ever looked for another job or had turned down another job offer in the past 25 years?

P: Sometimes I have considered, when I started in payroll, when the last lady was still here training me, I didn't really like it that much. Might have been because she was a bad trainer, it was very hard to ask questions, she was a very firey type, and I thought I have made a big mistake. She left and I didn't have to deal with that. Even though I am in my office alone, I feel like I am in a team and I get along with everyone pretty much. I think I may be the form of entertainment here for the other staff, as I'm a bit loud and they are so quiet up in finance. I would say I am loyal to [this hotel chain], and I like working here, as oppose to working in Surfers, it is really simple here, we have free parking, in itself saving money, and saving the hassle of getting into Surfers, as I live on the Northern end of town... I have considered moving to work for Movieworld, Dreamworld, places like that, but I like it here, it suits me, the hour suits me, as I am a single mum, my son just turned 18. It all suited, I can work the hours I needed to do, so if I went somewhere else it might not have happened, the hours might change and I would have to re-think. When my son was young, they worked around me, the hours suited and no hassle, they were good to me, so I think I will be loyal to them too.

I: Do you feel that your organisation is supportive of your personal and professional goals?

- P: I think they have, as I say I was a room attendant to start with, and I just happened to go and do a computer course, and my boss at the time knew that and a position came up and she put me forward, they were looking out for me then to start with. Because I have left a few and moved around, they have supported me every-time.
- I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?
- P: I think everyone gets the same, you get little pressies on your milestone years, but I don't know what I am going to get for 25years, and if they even have something. There are a few people turning 25 years this year, and a lot of them are still doing the same job in the same office. It must not be that bad, or they might be just lazy. I always think it's the better the devil you know, if you are doing ok, of what you are doing... I don't know if I would still be here if I am still a room attendant though... I think because I have had the opportunity here, that's why I am still here.
- I: If another job comes up within the [this hotel chain] group, interstate, or overseas, and they are paying a little more, does the company have any pull in holding you here?
- P: Possibly could, I am not sure if I actually want to stay on the coast for the rest of my life, I am originally from Tasmania, maybe they could build one (a hotel) down there, I originally left because it was cold, it is still cold. But who would know.
- I: Do you feel that the GC is a safe and convenient community to live in?
- P: Yes, I think so, but lately, there has been a few things going on but I think it happens everywhere, we are only knowing because we watch our own (GC) news, but I think other cities have the same thing and it is just a part of life.

Interview 16

Guest Service Agent

Tenure: 22 years

Female, Caucasian, 60+

Interview transcript:

- I: Tell me a bit about your industry experience? Why are you still here after 22 years?
- P: Basically, I suppose it's because I really enjoy my job, I want to continue to work way past my retirement stage, and this position really suits me to be able to do that. I am here full-time, the very few full-time front office positions left. Front office is my favourite, the people is what keeps you here. I started in F&B for five years, in-room dining, a wonderful era when it was very flamboyant, in the 80's, early 90's, when service and staff level was quite extensive compared to now, it was wonderful. After that I came up to front desk and I have been here in Guest Service.
- I: Have you ever looked for another job or had turned down another job offer in the past 22 years?
- P: I haven't' actually applied for another position because I have had no intensions. But I have had a number of time, been offered when a manager has gone onto another position. Given that there was never any question of me going, NO (not outside of [this hotel chain]).
- I: Do you feel that your organisation is supportive of your personal and professional goals?
- P: Yes, with what my needs required. Excellent in their training programs and always has been through the years, in the earlier years I had so much extensive training, and still see it today, everybody coming in and the training is beyond what I have seen anywhere else. When new starter into the property they have a really good training process to bring them up to speed of the actual role, even though they have been employed to come in and do that role. There are always offers of extended cross training in other areas to be trained. Certifications in other areas... There is numerous numbers of staff, part-time situation suits them, they have always worked around anyone in the position that requires certain day, nights and times, the majority of them are studying Hotel Management or something in the field, it just enhances their position.
- I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?
- P: I should imagine my biggest perk is the opportunity that [this hotel chain] offer us to have discount accommodation, wherever you travel, there is a process of course, and it's on availability of course, but there are wonderful opportunities to experience hotels, particularly if you're into travelling. When you stay you get the discount food as well, so it's wonderful. Periodically, they will have the discount for staff up to 50%, but usually it's 25%, depending on the season and availability. We always encourage the staff to experience.
- I: Do you feel that the GC is a safe and convenient community to live in?

P: Yes I do, I have lived here well over 25 years, and for me it suits me, because I have a home here and work and family here, it suits me. I think it is hard for the young ones because it is very hard to meet people. And I do notice all the young ones who have wonderful network between their colleague, that would be their main network of friends, unless they have been here a long period and have their family here.

Interview 17

Housekeeping Supervisor Tenure: 17 years

Female, Caucasian, 40+

Interview transcript:

I: Tell me a bit about your industry experience? Why are you still here after 17 years?

P: Started off as Housekeeper, then uniforms, then Guest Service/ Front Office, then catering and conventions, which I didn't really enjoy as you have customers you work with for a few months, then you won't hear from them again and you have to start new relationships with new customers... then front office and now housekeeping again. My role is in transition at the moment, there's been discussion to create a role for me to stay in housekeeping as second in charge, or going back up to front office, so I am not too sure yet.

I think it comes down to me staying on the GC, if I am going to work in another hotel, there will be no point to go to another hotel and starting over again that's why I stay here.

I: Have you ever looked for another job or had turned down another job offer in the past 17 years?

P: I have thought about leaving and looked online on seek or something but I have not actually gone through with it, because I think I am scared of change, and scared to leave and then go to another job and I might not like the new job. I get on with everyone here, we all get along well, that's another reason why I am still here.

I: Do you feel that your organisation is supportive of your personal and professional goals?

P: I think they do if you want to go up the corporate ladder, I think they would support you. I have always stayed in the same hotel, and I have had support in moving into other department, so I think they do support you. I have not actually studied myself, but I know that in front office, they will try to work the roster around the needs of the staff studying.

I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?

P: Not really, the main perks would be the discounted accommodation across the world, but I don't travel anyway so I don't use it. Occasionally, you will get a free lunch for your birthday but I wouldn't come out of my way to come here for food, I don't want to come back to work on my days off.

I: If another job comes up within [this hotel chain], interstate, or overseas, or another hotel chain and they are paying a little more, does the company have any pull in holding you here?

P: No, not so much [this hotel chain], I don't think I would get another job. But if it was another job totally out of the hospitality industry with more money, I would go for that but if it is another hotel in Brisbane, [at another hotel chain], offers me a couple of thousand more, I wouldn't bother, because of the drive. I live on the GC for so

long, my family is in Brisbane, but I wouldn't move up there. My partner works at [around town] so I am tied to this community.

I: Do you feel that the GC is a safe and convenient community to live in?

P: Yeah, it's like anywhere you go... It is like Logan, my parents used to live in Logan for a long time, you always hear the news of these particular areas, and I think it is the news blowing things up all the time. My step-son is 17 now, he is in grade 12, he has lived with us since he was 3 and he works at Harbour town and he is going to Southport high school. I am pretty much tied to the community, I also think it is the location and it is close to the beach, I used to live in Brisbane when I was young, I think GC is more open and fresh, I feel Brisbane is stale, even the air and the people, I used to work in the city, everyone is busy, always in a rush, and it's hussle-bussle. A different environment, the GC has a more relaxed feel.

Interview 18

Chef

Tenure: 16 years

Female, Caucasian, 40+

Interview transcript:

- I: Tell me a bit about your industry experience? Why are you still here after 16 years?
- P: I think I probably had a few opportunities, things happened and you think, I will just stay where I am. People go to other places and the grass is not greener on the other side and they end up coming back anyway, so this is a good place to work. I started as a comi pastry chef, I worked my way from the bottom, and I think that's probably one of the reasons. I think mainly because it is a good place to work and people do leave but they come back. They might get annoyed with something here and they go somewhere else, and it is worse and then they end up coming back. Everyone gets on well and it's a good team environment.
- I: Have you ever looked for another job or had turned down another job offer in the past 16 years?
- P: Yes, I have had job offers, but I think is circumstances from home, and I like living on the GC. If I went somewhere else, I will always try to get back to live on the GC. My partner is a chef as well, no kids.
- I: Do you feel that your organisation is supportive of your personal and professional goals?
- P: That's probably why, they are very supportive of where you want to go, they always look within the hotel first before they leave outside, and if you are good enough to do the position, they will give you a chance.
- I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?
- P: Not really, I think everyone has the same. After you've been here 6 months or a year, everyone gets cheap accommodation if you go overseas in different hotels. Whether you've been here 1 or 2 years, we all get the same. No extra benefits.
- I: If another job comes up within the [this hotel chain] group, interstate, or overseas, and they are paying a little more, does the company have any pull in holding you here?
- P: If I was going to make a move, I don't want to just go to say Sydney, I will want to go overseas. There's always opportunities with [this hotel chain].
- I: Do you feel that the GC is a safe and convenient community to live in?
- P: Yes.

Interview 19

Chef

Tenure: 13 years

Male, Caucasian, 40+

Interview transcript:

- I: Tell me a bit about your industry experience? Why are you still here after 13 years?
- P: The company itself is very good, they look after you well and you get treated equally, doesn't matter what level you are, and the people are nice. I have been with the [this hotel chain] in Melbourne prior to here and I was there about 6 years. I had an internal transfer. The GC is beautiful, and I always wanted to live on the GC. When I settle in, the people are nice, you get to do other things in the kitchen, you get to move around, the head chef is nice and very flexible, if he knows you are strong, he will teach you and guide you through it. Both head chefs in the past have strong will, but they both will support you in the kitchen. If you are weak in one part, he will try to guide you through it and see how you go, he can see where you go, if you have weakness, he will guide you through it. That's what I like about here, they give you flexibility and see how far your strength is, and if they think you are strong enough to do a section, they will guide you through another one, production kitchen, fine dining kitchen when it was open. I started as a comi chef and I got promoted during that time to chef de Partie. The people here are really good, I find them friendly and easy going, no racism here. I mean, in hospitality it's really bad, attitude is really bad. I am originally from the Philippine, I grew up here, I came here in 1978, I did my apprenticeship in Melbourne with William Angliss. I like it here because of flexibility, and they support you with what ideas you have. I have been with [this hotel chain] and they seem to be like that too. Of course GC, where would I rather be! And it's just nice here, everything you do, they oversee it, and any new ideas you have, they are happy to try it and talk you about it. The more flexibility they give you, the more experience as you never stop learning. They are willing to try it out and see how it goes, that's what I like about this hotel. If they can do all these for you, just imagine how much more you can learn.
- I: Have you ever looked for another job or had turned down another job offer in the past 13 years?
- P: NO, I came here as a comi, then got promoted as a demi, then now chef de Partie, and then of course, there's a very low turnover here, and whenever there's a position here, if I decide to go for something, I would know if I am strong enough for it, they will talk to you and guide you through. They never make you feel like you are not good enough. I know where my weaknesses are, they will never say, I can't do that for you, they will not do that to you but to guide you through it. That's why we have all these appraisals, so you know where you are. Part of me now is management, they are showing me how to deal with people, internal guests, external guests. That's my next level, my chef is going to teach me how to talk to people. The chef in here they have all the system, to be nice, to be courteous and polite and understanding for everyone. That's why I am still here, I like the system here.
- I: Do you feel that your organisation is supportive of your personal and professional goals?

- P: Yes, certainly did. A couple of years ago, my father passed away, and they gave me sympathy for that, and some time off to be with my mum. So in a way, they do look after their staff well. I don't have any faults for this hotel, because I have been here this long, I like it here. Everybody will go one day, but if I do, it will probably for something different then cooking.
- I: Do you feel you are rewarded for being here for so long? What sort of perks does this company offer you?
- P: Bigger hotel, if you go to another country or interstate, you get discounts. I got employee of the year in 2010 and I was sent to Fiji for free for two people with airfares and accommodation and breakfast, plus 50% off all other expenses. I took my mother, because my father passed away a year before that to cheer up my mother. And they do have every year, employee of the month and it empowers the people to try to be better. Ten years, I got accommodation and long services for 3 months. 15 years, you would get something also. There are many chefs who has worked here for over 10 years, I think it's the GC, and the company as you get looked after well, doesn't matter what level you are. If you like flexibility and you are motivated, they are willing to put you where you what to be as the more you learn, the more you are flexible to work. This is the only hotel I think that don't employee casuals (chefs), we look for staff within to help if someone is sick, we don't look outside. I might not know that menu but they have a very good system here where you can just pick up the standardised menu with pictures and all, and you can follow instructions to do and you can't go wrong. We are shown every day, how and why we do HACCP, which is great. They also give you regular feedback, they know their staff, they will ask you and they care about you, in every level. The people here are friendly, they are never arrogant or rude. They practice their laws here, to be courteous etc, the system of [this hotel chain], it is pretty good. As soon as you get employed, whether you are a [this hotel chain] person or not, you get embedded with these laws, friendly, happy, courteous, all the things you take for granted, you know it already, but they show you how the system work with signage, they even teach you how to be mindful of the environment, how much water you use, saving electricity etc. Simple things it helps everyone to see it and practice it.
- I: If another job comes up in another hotel group, maybe even interstate, or overseas, and they are paying a little more, does the company have any pull in holding you here?
- P: No, there are some ideas like that, but I haven't even thought about it. I am loyal to [this hotel chain], and I have worked for them 6 years in Melbourne and they have been good to me, and I don't have any thoughts about it. I have seen chefs come and go, because they don't like it. I would consider it if it is another [this hotel chain] property, again is the lifestyle. I have never lived here before, it is my first visit to GC and I stayed here. I grew up on the Sunshine Coast. I have a partner back home in the Philippines I want to bring here, and of course, I need stability, and this is a good brand and everybody knows it, and that's why I stick to it. If one day I want to go somewhere else, it will probably be another [this hotel chain] property. But I am trying to bring my family to the GC, because the GC is the place to be. I loved it in

Melbourne also, but it is just so different. My mum is in Cairns, my sister and my brother are here. My brother is a qualified chef also working here, he has been here for 12 years, and he did his apprenticeship here. Prior to that, he was a hairdresser by trade, so he is also here, he works with me now. He was also promoted from 1st year apprentice to same position as me now, chef de Partie.

Interview 20

Engineering

Tenure: 19.5 years

Male, Norwegian, 70y

Interview transcript:

I: Why are you still here after 19.5 years?

P: Because I like the environment of the hotel.

I: How has the change of management from [the previous hotel chain], to [this hotel chain] affected you work?

P: It is much better now than before. The teamwork is much better, and the management is much better.

I: Have you ever looked for another job or had turned down another job offer in the past 19.5 years? Or even considered retirement?

P: No. I would not leave here because I am 70 years old, and I don't want to change job, this will be my last job. Not really, I saw my boss and we agreed that if he thinks it's time for me to go, he will tell me.

I: Do you feel that the GC is a safe place to live in?

P: Yes, I have been on the coast for a long time and on night shift for a long time, I walk to my car each night a few blocks away and I have never felt threatened or unsafe, it has never been a problem.

I: Would you think about leaving, if there's another job near by, for example Surfers with better pay and better conditions and teamwork?

P: No, maybe if I was younger and looking for a career, but I am very happy where I am now and I appreciate it, this is the most important thing.

I: Do you believe your organisation is and had in the past supported your career goals?

P: Yes, they have certainly always support me.

I: Do you feel you are rewarded for being here for so long? What sort of perks do you get for being here for almost 20 years?

P: I am certainly been rewarded by being appreciated. Not with money or extra food, but just show of genuine appreciation, that's really important. There's more confidence because you know the place and you know the tasks, and you are experienced at the job.

I: How many rooms at [this hotel]?

P: 298 rooms, there is always something to do, that's for sure.

I: What about your family?

P: Some of the family is here. Some is back in Scandinavia, back in Norway where I came from. The rest is on the Gold Coast, I have kids and grand-kids here, and I am not going to leave here.

- I: To sum up, I just want to know why you are still here after such a long time.
- P: As I said before, I really like the workplace, the environment. I used to work in construction, that was nice work but I don't like the environment because there's very bad language all the time. Every second word is the "f" word, it upsets me as it is a bad environment and I don't like it. It's good to work with a younger generation that has nice language (in this hotel), they are like my second family.

Interview 21

Administrative Clerk

Tenure: 10.5 years

Male, Caucasian, 40+

Interview transcript:

I: Why are you still here after 10.5 years?

P: It was [another hotel chain], now [this hotel chain], I was not in the same role as I am now. I started in night audit and I've gone onto finance. One of the major factors was about five years ago I met my wife, and she had two children at school already, so I am very grounded here. One of my step-daughters have graduated and the other is still at school, we like to be nice and close.

I: Does your wife work on the GC also?

P: Yes, she actually works next door at Peppers! So it is all very nice and convenient when we both work ten minutes away which helps with cost of patrol etc, as I live locally.

I: Have you ever looked for another job or had turned down another job offer in the past 10.5 years?

P: I've looked around a few times, but that would mean travel further to work, even if the wage was higher, I would have to factor in the extra costs of getting to work and distance from my wife's work. I've looked but it has always comes back to weighing things up and it has not always worked out.

I: If Peppers have the same job for you, would you consider leaving?

P: I've always liked challenges, so I would consider it. I came into my current position now with challenges for me and another reason is that with this job I can continue to learn and challenge myself.

I: Do you feel that your organisation is supportive of your personal and professional goals?

P: Yes, yes, my department is supportive for sure, there's not usually any reason I would have to leave early but if I did, they would not have a problem with it. Work is like my second family, with them understanding of your needs makes life much easier. I am still in communication with people that I met 20 years ago and we still keep in touch with what and where everybody is up to.

I: Do you feel your skills and talents are suited for your job?

P: Yes, I do.

I: What sort of perks and benefits are there for being in this organisation?

P: Main perks that you get from [this hotel chain] is the [loyalty program], which is a card where you can get discounts on food and accommodation. We have eaten somewhere for my in-law's birthday with Peppers group and we did not get any staff discount upon receiving the bill and was promised 25% off at the time of booking. That's the main perk, but with Oasis, we do get parking for \$5 a day which is not too

bad, as opposed to \$8-\$9 for other staff. We have a card which we can charge up with say \$20 so you can use it a few times without having to get money each time.

I: Do you feel that the GC is a safe and convenient community to live in?

P: It is starting to get some bad publicity, but I can imagine that wherever you move to, you will have the same problem, I think it comes back to the area where you live. For example, where I live, we all know everybody and we had an incident where this time last year, somebody was trying to break into cars, so a few of the neighbours stay from certain time of the night, then another neighbour will take over, to try to catch and find out who it was.

I: How much ties do you have to this community?

P: My wife and I had discussed this, because her family is based west of Brisbane in [a rural property], and we have discussed moving out that area. I am not tied to the community but I do like the community. I do some fishing, but normally I will be up at the gym doing a bit of walking and a bit of jogging. The company doesn't provide the gym but when I first joined, it was free membership and they had kept it at a discount rate for staff.

Interview 22

Administrative Manager

Tenure: 24.5 years

Female, Caucasian, 50+

Interview transcript:

- I: Why are you still here after 24.5 years?
- P: Cos I love my job! I think it's because I am someone who gets bored [need challenge] with something, I will move on, and I have not always been a financial controller here, I have only been doing this job for the last four years. However, I have always been in finance since the pre-opening office, I just find that you have an ever-changing world, your market is forever changing, and the employees you are working with is forever changing, management is forever changing. You know we've had four computer systems for back-of-house, and we've had three computer systems for front-of-house, and our inventory system so there's always been things that are changing and challenges which has kept me interested. And I like my job and I love the location of the hotel, we have banks and supermarkets close by, if we need to go to the bank, we can just pop out and it is right here without having to get an extra day off to get some money out. If we have to physically go into a bank to open an account, get a tt (telegraphic transfer), or change bank account details, it's right here and you can do it quite easily during your lunch hour. Also, if you are working late, and you need something from Woolworths, it's just here.
- I: Have you ever looked for another job or had turned down another job offer in the past 24.5 years?
- P: I did get offered a job at Versace, and it was before it first opened to be there as part of the opening team. And our owner of the hotel here at the time didn't want me to go, so they counteracted with a little bit of money and also offered if I wanted to study, they were quite happy for me to do it on their time.
- I: What sort of perks and benefits do you get in this organisation, especially considering your long tenure?
- P: I don't think there are too many different types of perks in the hospitality industry, with [this hotel chain], as a group, they recognise your service, every if you move around, they recognise it at 5, 10, 15, 20 years of service with gift vouchers, after 5 years is \$250, after 10 years is \$500, 15 years is \$750, and \$1000 for 20 years, sometimes, it's David Jones, Coles Myer, so it's a good thing for staff members, so you get that recognition for being with [this hotel chain], you also get an employee card where you get staff rate, discounts on food & beverages and accommodation. But every hotel group does that to a degree, they don't necessary have the portability of the service though. The other thing is that if you go to another property [under this hotel chain], you can also take your long service leave with you, provided it is not internationally. Generally speaking, it's a good company to work for, they look after us, and they're ever moving forward, they don't discriminate, people get employee for their merits and promoted for their merits.
- I: As you have seen the transition from [the previous hotel chain], do you feel that you are more happy because of [this hotel chain] now?

- P: I have been happy throughout all [the management companies], as [this is a reputable hotel chain], it is a luxury brand, and I love all things to do with [this hotel chain] so it is a passion for me personally.
- I: Do you feel that your organisation is supportive of your personal and professional goals?
- P: They paid for my studies part-time, after hours, with an online course, it allows you to do it at your own time, as it can be quite hectic here. One of the things we spoke about before, is the changing of hotels, and the expectations of people throughout the world as to what a hotel should have to service and provide. Here in Australia, we have high wage cost and a lot of other associated costs that are much higher than say a property in China, but we are still expected to deliver the same service and standards of product, just because you have certain star rating levels, it does get challenging and generally speaking if there's a down turn in business, it is the staff that has to take leave and do joint role and make do to try and make profits still the same for the owners.
- I: Do you feel that your talents and skills match that of your role?
- P: Yes, I am quite happy with where I am at the moment, I generally find because you get a lot of assistants and staff, it is more of a job to drive the new people and the other managers and department heads as they start coming through, and giving them the knowledge to best look after their expenses and how to best look after their payroll. I am a mentor.
- I: Do you feel the GC is a safe and convenient community to live in?
- P: I love the fact that you have the beach and the hinterland, I don't tend to hang out in Surfers paradise or main beach, any of those glitzy areas, I just tend to know where the good spots are and you tend to go there as a local. As for night time, I don't think we are as safe as we once were, more crime and you certainly wouldn't go walking out by yourself at night these days.
- I: If there was another position somewhere else but it means you have to move away from this community, would you be happy to do that? Do you feel you are tied to this community?
- P: I'm lucky my husband is a national sales manager for a winery and he works from home when he is not travelling so he can work from anywhere, we are not stuck in that way, but we refurbished our home about 18 months ago, about 75% of the house is brand new and it went up a level, so at the moment, we are loving that and I'd like to enjoy that for a while because it is a really relaxing home (in Carrara).

Interview 23

Guest Service Manager

Tenure: 21 years

Male, Caucasian, 40+

Interview transcript:

I: Have you always been in the gaming industry?

P: I've been in the gaming area about 10 years ago, originally I wanted to be as a chef. I started at Jupiters as a steward, but it didn't work out. I left there (Jupiters) and I got a job here as a steward, then move to room service and ended up being the manager of room service department. Then I moved to the restaurant, and ended up manager at the restaurant here, then I ran the bar, a tiny bar with no poker machines. After then put the poker machines in, we evolved it to what it is now, so 10 years in the gaming section. The way I see it is, that it is the better the devil you know, people ask me why don't I go to another property and get different experience, I see it has that, in this property, we change general manager every 2-3 years, we change our food and beverage managers every 2-3 years, so all the promotion and all the expertise is coming to me, so I don't need to move to find them. I consider this as my job, what I mean is that I have a house in the suburbs, I have a wife and baby, and this is my 9-5, I come here and this is what I do, I do it for them. I love people, I love this hotel, I have worked here 21 years, I have emotional ties with this hotel now.

I: Why are you still here after 21 years?

P: It's too easy to stay here. They make it too easy for me to stay here, why would I go somewhere else when, I am comfortable here, I have people to learn from here, I have all my uniforms washed for me, meals provided for me, I have car-parking downstairs, I work with fantastic people here. I have people like [my GM], she is just a wealth of knowledge, she comes to this hotel and I can just draw off her experience and draw off her knowledge. We have food and beverage managers who have worked around the world and had come here; I just soak up all their knowledge. That's one of the reasons why I stay, people come here with their knowledge, why should I go and find them?

I: Is there pressure from [this hotel chain] to change job locations and move on?

P: Not at all, if I wanted to change, there's always an opportunity with [this hotel chain], at the performance evaluation every year, there's a little section at the bottom, are you mobile, if you put a tick in it, and there's a job with the right criteria for me, they will approach me and ask if I'd like to try and attempt to go for that position.

I: Do you feel that your organisation is supportive of your personal and professional goals?

P: For sure, one of the questions on the EOS (employee opinion survey), and part of it they ask a few questions about your work-life balance, in particular if you have a baby about four years old, my life balance focus primarily on my child at the moment, my work has been very understanding and if I have to leave early or if I have to put my focus outside of work. They are very understanding. With regards to career, although I have not focused on it previously, but things have really fallen on my lap, because

maybe it is because I am a conscientious worker or I like my job, so I haven't gone out to chase a career to get where I am now, I've been actually asked if I would like to move into these roles, which I've quite happily done, because there's more money involved, and that's a managerial role as well. The organisation has just put me through my diploma in hospitality management last year, it was fast track through a course that we called the Edge, they go to hotels throughout the country and they look at high potential managers, that they consider their next step is either hotel manager or general manager, and they put them through this course called the Edge, it actually runs for a very condensed six months, I complete it in my work time, and at the end of the course you get this diploma in hospitality management, plus the diploma of management, plus a diploma from [this hotel chain]. So if they can see you are a high potential employee, they will put the effort in. Also, there's an online University, if I wanted to study something now, I can just get online to have a look at the catalogue of courses there. There're many things from Microsoft Office to Engineering qualifications like working at height, working in confined spaces etc. We run yearly refreshers through the online university like manual handling, workplace health and safety, fire drills etc. If there's something there that I want to learn and I can just get online and do it.

- I: Have you ever looked for another job or had turned down another job offer in the past 21 years?
- P: There has been companies outside of here offered me similar roles and similar money, why would I move? There's no benefit for me to move when I live 15 minutes from my job, I can park downstairs, and walk upstairs and have a coffee and have a 9-10 hour working day, with the people I like and I respect, and I know that I can go downstairs, get in my car and I will be home in 15 minutes! These jobs could be no car-parking, pay for your own uniforms, meals and get paid exactly the same amount of money so really the financial benefits would have to be a lot more to consider leaving here.
- I: What sort of perks and benefits do you get in this organisation, especially considering your long tenure?
- P: Car-parking, laundry, meals, discount accommodation, discounted food and beverage worldwide, it is a massive company and the people I could meet and include in my network can only help me.
- I: Is your aspirations to be the next general manager of your own hotel?
- P: Because my area [of expertise], I've been here 10 years and it's what I know back to front, it's very limited in this company the steps that I can take. Is there a director of [my department]? I don't think so, does [this hotel chain need my expertise]? Not yet! What's my next step? [My GM] is having me focus on quality assurance management at the moment, so with this quality assurance, [the GM] is having me focus on that in this hotel, and just ensuring that everybody is adhering to the standards. But that's not my passion, my passion is [in my area of expertise], there's just so much money made in my department just makes me look like a star.
- I: Do you feel the GC is a safe and convenient community to live in?

P: My wife works on the front desk here, she's recently been promoted to assistant manager. It's convenient to work here. I don't have any ties in this community, I am in a couple of committees, I am just about to become the chairman of the body corporate of the complex where I live. And my baby takes up all my time. As far as community goes, there would be changes to be made if I leave here, but it will take a lot for me to move from here. If I was to move, my wife (Suzie) will have to move also, we are both getting pretty reasonable money when it comes to working in a hotel, so for us to move it would have to be good money.

Interview 24

Transcribed from hand-written notes

Housekeeping

Tenure: 20.5 years

Female, Pilipino, 50+

Interview notes:

- I love the place (hotel), the building.
- I love the people I'm working with, I know many of them and it makes my work life easier.
- I live across the street, it is convenient to come to work.
- I like the routine, it is a full-time job for me.
- YES, I was offered a private full-time job cleaning a big house down the road, but if I took this job I will be working alone all the time and I enjoy working with people, so I turned down the job offer.
- I like the job aspect, where I can work in different rooms and places in the building.
- I like that this hotel does not have an EBA.
- My husband [name] works at [another hotel chain], a steward working night shift, we have no children.
- If I leave this hotel, I would be doing the same job elsewhere and I will have to learn their way to clean rooms, and I will probably not get full-time position there.
- I don't like the manager now, I have seen 5 managers in the last 20 years working here. But I am happy to just let it go and hopefully new manager will come and I will like them more.
- When I started, we had to do 12 rooms a day, now we are expected to do 20 rooms.
- I am happy to stay here because if I leave I will have to learn new people new procedures again.
- I will not leave the GC as I have family here and the job is my "bread and butter".

Interview 25

Housekeeping

Tenure: 15.5 years

Female, Pilipino, 50+

Interview transcript:

I: Why are you still at this hotel?

P: For me, I think it's better to stay, as I know everyone here, it is easier to work with people I know.

I: Have you ever looked for another job to see what other jobs are out there in the 15.5 years you have worked here?

P: Yes, last year, I had a look as I think after 15 years, it is long enough to be in the same place. I am getting old and the job is always the same, I am trying to find something else. They said they would call me but I am still here.

I: Are you happy with the way this organisation help you with your self-development or career development aspect? Are you happy with what you are doing now?

P: I want to do something different, I am tired, I am working here 7.5 hours/day, so I don't have a lot of time for other things.

I: So what else would you like to do?

P: Something else, anything but housekeeping related.

I: Have you been doing the same job in housekeeping for 15.5 years?

P: Yes, this is my first job in my life and I have only been here.

I: Do you think management will support you, for example, if you'd like to do a management course?

P: I think they will, but I am happy to do anything else but cleaning and definitely no more beds!

I: Does your family live on the coast?

P: It is only me, I have been on the coast for 15 years, and my daughter lives in Tasmania with her boyfriend, no grandchildren yet.

I: If a similar job comes up in Brisbane, such as a housekeeping supervisor, would you be happy to move to that job?

P: No, Brisbane is too far. I have my own unit on the coast and I don't drive, so I won't move from Broadbeach.

I: Do you feel the Gold Coast is a safe place to live?

P: I live a few blocks, about 10 min from here. It is so convenient, because I don't drive, it is great to be near the shops and everything here. I don't want to move to Tasmania, it is too cold.

- I: What if there's another job nearby, for example Peppers, with a similar job, would you change jobs?
- P: I put my name on Seek.com and I applied for public area cleaner on night-shift but not my luck, I didn't hear from them.
- I: Do you think you want to stay here for another 5 years to get your 20years of service, with more rewards, more long service leave etc?
- P: I think I can feel my body, I start to feel the pain, I can feel my back, but I think I am stuck here.
- I: If you go to your manager and say you want to do for example, sales and marketing, do you think they will be willing to help you?
- P: I don't know. I think I will just go to some other place (to work).
- I: Do you feel you have any promotional opportunities here, and do you want to be promoted?
- P: Being promoted means the job will just be harder, more responsibilities, more work.
- I: Do you train any younger staff?
- P: I used to train new girls that come in before, but it depend on the trainees and if they are hard headed they want to do their own way and I just let them.
- I: To sum up, I just want to know why you're here after 15 years?
- P: Because I need a job. I don't drive, I don't want to move from [the suburb where I live], as going home to Tasmania is too cold.